

Part 1

Key Performance Area - Results

3.2 Think and Solve Problems

Commitment:

Achievement Rating	Actions	Achievement Result (enter rating)
5 - Outstanding	Is able to draw on wide-ranging interests and experiences when facing new challenges	
4 - Exceeds Expectation	Thinks broadly about the root of problems before focusing in on the problem definition and solutions	
3 - Meets Expectation	Is able to discuss issues from different angles and project impacts into the future	
2 - Improvement required	Considers the broader context when critically analysing information and weighing recommendations	
1 - Unsatisfactory	Involves diverse perspectives in testing thinking and solutions	

GM Annual Review Supporting Comments (3.2) <i>(Insert GM comments and where possible evidence/examples to support)</i>	

Review Committee Annual Review Comments (3.2) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	
TOTAL	
AVERAGE WEIGHT	TOTAL/5

Part 1

Key Performance Area - Resources

4.1 Finance

Commitment:

Achievement Rating	Actions	Achievement Result (enter rating)
5 - Outstanding	• <u>Ensures the design/delivery of services is within budget</u> • <u>Explains the organisation's financial drivers to others in plain language</u> • <u>Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services</u> • <u>Models the highest standards of financial probity, demonstrating respect for public monies and other resources</u> • <u>Promotes the role of sound financial management and its impact on long term financial sustainability</u> • <u>Seeks and applies specialist financial advice to inform decisions</u>	
4 - Exceeds Expectation		
3 - Meets Expectation		
2 - Improvement required		
1 - Unsatisfactory		

GM Annual Review Supporting Comments (4.1) <i>(Insert GM comments and where possible evidence/examples to support)</i>		
Review Committee Annual Review Comments (4.1) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>		
TOTAL		
AVERAGE WEIGHT	TOTAL/6	

Part 1

Key Performance Area - Workforce Leadership

5.1 Manage and Develop People

Commitment:

Achievement Rating	Actions	Achievement Result (enter rating)
5 - Outstanding	Knows the individual strengths, weaknesses, goals and concerns of members of the team	
4 - Exceeds Expectation	Fosters high performance through effective conversations and feedback and by providing stretch opportunities	
3 - Meets Expectation	Identifies and develops talent across the organisation	
2 - Improvement required	Coaches and mentors staff to foster professional development and continuous learning	
1 - Unsatisfactory	- Implements performance development frameworks to align capability with the organisation's current and future priorities - Resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way	

GM Annual Review Supporting Comments (5.1) <i>(Insert GM comments and where possible evidence/examples to support)</i>	
Review Committee Annual Review Comments (5.1) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	
TOTAL	TOTAL/6
AVERAGE WEIGHT	

5.3 Optimise Workforce Contribution

Commitment:

Achievement Rating	Actions	Achievement Result (enter rating)
5 - Outstanding	• Ensures resource management plans effectively distribute people resources in line with priorities • Develops workforce management plans that link to current and future organisational priorities and objectives • Uses talent management processes to guide learning and development investment and to allocate critical roles • Recruits capable people with varied backgrounds, styles and strengths	
4 - Exceeds Expectation		
3 - Meets Expectation		
2 - Improvement required		
1 - Unsatisfactory		

GM Annual Review Supporting Comments (5.3) <i>(Insert GM comments and where possible evidence/examples to support)</i>	
Review Committee Annual Review Comments (5.3) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	
TOTAL	
AVERAGE WEIGHT	TOTAL/4

Part 2

6.1

Our Community	Targets					Outcomes	
	5 - Outstanding	4 - Exceeds Expectations	3 - Meets Expectations	2 - Improvement Required	1 - Unsatisfactory	Annual Review Calculation	Annual Review Result
Key Performance Indicator							
% Operational Plan completed on time and on budget	80	70	60	50	40		
# variable grant funds applied for	50	45	40	35	30		
\$ variable grant funding received	3M	2.5M	2M	1.5M	1M		
% variable grant funds received from applications made	50	40	30	20	10		
Average Ratings							

6.2

Our People	Targets					Outcomes	
	5 - Outstanding	4 - Exceeds Expectations	3 - Meets Expectations	2 - Improvement Required	1 - Unsatisfactory	Annual Review Calculation	Annual Review Result
Key Performance Indicator							
% Excess annual leave liability rate (# of employees with > 8 week's annual leave accrued / headcount x 100)	12	14	16	18	20		
\$ of excess annual leave liability per Headcount (\$ amount of excess leave liability > 8 weeks / headcount	1,600	1,800	2,000	2,200	2,400		
Average Ratings							

6.3

Our Finances	Targets					Outcomes	
	5 - Outstanding	4 - Exceeds Expectations	3 - Meets Expectations	2 - Improvement Required	1 - Unsatisfactory	Annual Review Calculation	Annual Review Result
Key Performance Indicator							
Building and infrastructure asset renewal ratio	100	90	75	60	50		
Average Ratings							

GM Annual Comments (insert comments as evidence or support)	
Committee Annual Comments (insert comments as evidence or support)	

Part 3

Specific Strategic and Operational Objectives

7.3 Reviews

Objective	Strategy (Related Documents)	CSP/DP/OP Links (Strategy/Activity)
Council Functionality		
Achievement Rating	Performance Target	Performance Measures
5 - Outstanding	5	Number of service reviews undertaken
4 - Exceeds Expectation	4	
3 - Meets Expectation	3	
2 - Improvement required	2	
1 - Unsatisfactory	1	

GM Annual Review Supporting Comments (7.3) <i>(Insert GM comments and where possible evidence/examples to support)</i>	Annual Rating Calculation
Review Committee Annual Review Comments (7.3) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	Annual Rating Result

7.5 Business

Objective		Strategy (Related Documents)	CSP/DP/OP Links (Strategy/Activity)
Residential Estate Land Sales			
Achievement Rating	Performance Target		
5 - Outstanding	5		
4 - Exceeds Expectation	4		
3 - Meets Expectation	3		
2 - Improvement required	2		
1 - Unsatisfactory	1		
		No. of vacant land sales	

GM Annual Review Supporting Comments (7.5) <i>(Insert GM comments and where possible evidence/examples to support)</i>	Annual Rating Calculation
Review Committee Annual Review Comments (7.5) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	Annual Rating Result

Objective	Strategy (Related Documents)	CSP/DP/OP Links (Strategy/Activity)
Unrestricted cash		
Achievement Rating	Performance Target	Performance Measures
5 - Outstanding	\$2M	\$ Held
4 - Exceeds Expectation	\$1.75M	
3 - Meets Expectation	\$1.5M	
2 - Improvement required	\$1M	
1 - Unsatisfactory	\$750K	

M Annual Review Supporting Comments (7.7) <i>(Insert GM comments and where possible evidence/examples to support)</i>	Annual Rating Calculation
Review Committee Annual Review Comments (7.7) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	Annual Rating Result

7.8

Objective	Strategy (Related Documents)	CSP/DP/OP Links (Strategy/Activity)
Availability to community members and business people of Darlington Point		
Achievement Rating	Performance Target	Performance Measures
5 - Outstanding	35	No. of days per annum in Darlington Point (excluding Council Meetings)
4 - Exceeds Expectation	30	
3 - Meets Expectation	26	
2 - Improvement required	20	
1 - Unsatisfactory	15	

GM Annual Review Supporting Comments (7.8) <i>(Insert GM comments and where possible evidence/examples to support)</i>	Annual Rating Calculation
Review Committee Annual Review Comments (7.8) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	Annual Rating Result

7.9

Objective	Strategy (Related Documents)	CSP/DP/OP Links (Strategy/Activity)
Availability to community members and business people of Coleambally		
Achievement Rating	Performance Target	Performance Measures
5 - Outstanding	20	No. of half days per annum in Coleambally (excluding Council Meetings)
4 - Exceeds Expectation	16	
3 - Meets Expectation	13	
2 - Improvement required	10	
1 - Unsatisfactory	8	

GM Annual Review Supporting Comments (7.9) <i>(Insert GM comments and where possible evidence/examples to support)</i>	Annual Rating Calculation
Review Committee Annual Review Comments (7.9) <i>(Insert Review Committee comments and where possible evidence/examples to support)</i>	Annual Rating Result

Part 1 Performance Result (20% of overall weighting)					
Key Performance Area Results	3.2	4.1	5.1	5.3	
Cr McRae					
Cr Black					
Cr Bryce					
Cr Saxvik					
Cr Chirgwin					
Cr Gilbert					
Cr Curphey					
Cr Mauger					
Cr Strachan					
TOTAL					
AVERAGE (TOTAL/9)					
TOTAL AVERAGE (AVERAGE TOTAL/4)					

Part 2 Metrics Result (60% of overall rating)	Average Rating
Our Community	
Our People	
Our Finances	
TOTAL	
AVERAGE RATING (TOTAL/3)	

Part 3 Specific Objectives (20% of overall rating)	Average Rating
Council functionality rating	
Residential Estate land sales rating	
Unrestricted cash rating	
Available days Darlington Point rating	
Available days Coleambally rating	
TOTAL	
AVERAGE RATING (TOTAL/5)	

Part 1 - Average rating multiplied x 20%	
Part 2 - Average rating multiplied x 60%	
Part 3 - Average rating multiplied x 20%	
TOTAL RATING OUT OF 5	



Draft Access Control Policy

	Name	Position	Signature	Date
Responsible Officer	Kaitlin Salzke	Chief Financial Officer		
Authorised By	John Scarce	General Manager		

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1. Purpose

Murrumbidgee Council information assets need to be protected appropriately throughout their lifecycle to ensure the confidentiality, integrity and availability of ICT systems and information. Appropriately controlling and restricting access to information and systems ensures individuals are provided the right access at the right time for their role.

2. Related Policies

This Policy should be read in conjunction with the following policies:

- *Communication Devices, Internet and Intranet Policy*, which documents Council's requirements and expectations regarding the use of its communications devices (including password requirements, use of multi-factor authentication, etc.);
- *Cyber Security Policy*, which documents Council's approach to managing and improving its resilience to cyber threats;
- *IT Security Policy*, which documents the high-level requirements that Council expects from its ICT systems, to ensure information is being protected appropriately.

3. Scope

The requirements and expectations outlined by this policy apply to:

- All Murrumbidgee Councillors, permanent full time, part time, trainee and temporary staff, graduates, contractors, consultants and vendors engaged by Murrumbidgee Council;
- Anybody authorised to access and make use of any Murrumbidgee Council computing systems, networks, and/or information;
- Any other body authorised to administer, develop, manage and support Murrumbidgee Council information systems and assets.

4. Access Control

Access to information assets must be driven by information management requirements. These requirements must be translated into controls which deliver appropriate and enforceable access management.

Access to information and resources must be granted in a controlled manner. Appropriate approval must be sourced prior to the delivery of access. Where possible, the principle of least privilege should be applied to ensure the right person has the right access to only the information they need.

Applicable legislation or regulatory restrictions (such as privacy and records management) must be considered when creating or issuing access to Council information or systems. Any system covered under legislation must abide by the legislative restrictions within the access process.

5. Access to Networks and Network Services

Provision and de-provision of access to networks must be in line with this policy. Access to a network does not infer or assume access to a system or service; specific and unique authorisations must be obtained for each.

6. User Access Management

User Registration and De-Registration

Accounts must be registered in such a way that they uniquely identify the owner/user.

User registration and de-registration procedures must be implemented and documented when granting or revoking access rights.

These procedures must be documented and include:

- Recorded authorisation from appropriate management to perform the registration or de-registration;
- Verification that the registration or de-registration action performed is correct.

These documents must be kept for appropriate amounts of time, commensurate with legislative requirements. If no specific timeframes are articulated by legislation, this history must be kept for a reasonable amount of time to support an investigation, if required.

Where an account is required to be created for a specific business need, and is not associated to an individual, a system account or a generic account can be created to perform the required functions.

System Accounts

System accounts (also known as service accounts) are accounts which are primarily used by an application, and are only used by humans in the event of an emergency situation. Where possible, system accounts must be made non-interactive to prevent human interaction. System accounts should be registered and tracked by the information asset owner or delegate of the identity store that the account resides on.

Generic Accounts

Generic accounts (also known as shared network accounts) are accounts that are not associated to an individual, and are created to satisfy a specific business need. Multiple users can log in to a single generic account to authenticate to Council's network, application or other resources.

Generic accounts must not be allocated an email address or given access to sensitive information such as employee or client details. Where possible, generic accounts should follow the principle of least privileges required to do the job they are intended for.

Generic or shared network accounts must have a defined owner who is responsible for managing access to the account, password resets etc. Requests for generic or shared accounts must undergo a formal review process, with approval obtained from the Manager, Corporate and Community Services.

User Access Provisioning

Access to Murrumbidgee Council information resources must be authorised by either the Finance Manager (for financial systems) or the Manager, Corporate and Community Services (for other systems), or the member of the executive team to which they report, prior to being provisioned. It is their responsibility to ensure that access privileges are aligned with the needs of the business, meet the information management requirements, and are assigned on a need-to-know basis.

Procedures for access provisioning must be documented and must ensure that access requests and approvals are documented. Furthermore, segregation of duties should be applied to ensure the requester is not provisioning their own access.

Management of Privileged Access Rights

Where technically feasible, administrative permissions should be applied to a secondary user account in order to prevent a user operating with heightened access privileges when they are not required. Privileged user accounts must not be used for general purposes such as browsing the Internet.

Where technically feasible, administrative permissions should be applied on a temporary basis unless a business need exists justifying their persistence.

All requests for privileged access rights must be approved by the Manager, Corporate and Community Services and documented following an approved procedure. The provision of elevated access must only be actioned after approval is obtained and cannot be actioned by the requester.

Generic administrative accounts must not be used unless a technical preclusion exists.

Management of Secret Authentication Information of Users

Should a Software as a Service (SaaS) model be utilised within Council which requires the use of email addresses as usernames, only unique individual email addresses should be used, not shared mailboxes.

Passwords must meet the requirements set out in Council's *Communication Devices, Internet and Intranet Policy*.

Review of User Access Rights

The Finance Manager (for financial systems) and Manager, Corporate and Community Services (for other systems) are responsible for ensuring that staff access entitlements are appropriate for the staff member's role and position.

They are also responsible for ensuring that User Access Reviews are conducted on a quarterly basis to ensure the right people are provided the right access at the right time.

Removal or Adjustment of Access Rights

Removal of a user's access rights must follow an approved process, and should secure appropriate approvals.

Adjustment of a user's access rights must be approved by either the Finance Manager (for financial systems) or the Manager, Corporate and Community Services (for other systems), or a member of the executive team to which they report.

Adjustments and removals of access rights must be documented, and verification that the rights were removed or adjusted as appropriate should occur.

7. System and Application Access Control

Before being given the opportunity to log onto a computer facility, intended users must be presented with a login screen.

Identification of network, location, system criticality, service supported or host should not appear prior to a successful login.

Systems must be configured not to give any information on an unsuccessful login. This includes identifying which portion of a login sequence (User ID or password) was incorrect. User account management controls must be established to lock user accounts after a defined number of failed authentication attempts.

Systems which manage passwords must implement techniques which ensure the quality of passwords, but also ensure the stored passwords are suitably protected.

Password management systems should:

- Ensure passwords are changed at scheduled intervals;
- Keep a password history;
- Provide uniqueness of user accounts to ensure accountability;
- Ensure temporary passwords are unique to an individual and selected at random;
- Store passwords in a non-reconstitutable form (i.e. one-way hash). This means the password is encrypted and, if the password file is compromised, the password will not display as clear text;
- Ensure password entry is secure.

8. Mobile Devices

Additional security measures must be implemented to protect data held on or accessed via mobile devices. All corporate data must be encrypted and, where technically feasible, corporate data and applications should be segregated to avoid inappropriate use or disclosure.

Mobile devices must be password protected by minimum 4-digit passcodes. Simple passcodes that are common and easily guessed are not to be used.

9. Remote Connections

All remote connections to the Council network must implement appropriate controls, including encryption, to mitigate the risks posed by being external to the protected facilities and computing equipment of the organisation by utilising two factor authentication. Cloud based systems that hold highly sensitive information and provide direct access should leverage two factor authentication.

10. Review

This Policy:

- To be reviewed within the first year of the new Council term;
- May be reviewed and amended at any time at Council's discretion (or if legislative or State Government policy changes occur).



Draft IT Security Policy

	Name	Position	Signature	Date
Responsible Officer	Kaitlin Salzke	Chief Financial Officer		
Authorised By	John Scarce	General Manager		

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1. Purpose

This policy is designed to articulate the high level Murrumbidgee Council expects from its IT systems, to ensure information is being protected appropriately.

2. Related Policies

This policy should be read in conjunction with the following policies:

- Communication Devices, Internet and Intranet Policy, which documents Council's requirements and expectations regarding the use of its communications devices (including password requirements, use of multi-factor authentication, etc.);
- Cyber Security Policy, which documents Council's approach to managing and improving its resilience to cyber threats;
- Access Control Policy, which documents the mechanisms for appropriately controlling and restricting access to information and systems to ensure individuals are provided the right access at the right time for their role.

3. Equipment Maintenance

All equipment must be correctly maintained to provide availability and protect the integrity and confidentiality of information. Equipment should be monitored and inspected in accordance with manufacturer's specifications. Only authorised maintenance personnel are allowed to perform repairs, and all repairs or service work must be recorded. If equipment must be sent offsite for repairs, the confidentiality and integrity of any information must be ensured. Any damage to the equipment should be reported to Council's IT Managed Service Provider. If the equipment is lost or stolen, staff must report to the Council's IT Managed Service Provider as soon as practicable.

4. Secure Disposal or Re-Use of Equipment

Information shall be removed from any information systems equipment which has been used for Council business before disposal, donation, or re-use. This sanitisation process must take place before releasing such equipment for disposal.

5. Clear Desk and Clear Screen Policy

All users must keep a clear desk and screen. This requires all information, whether it be on paper or screen, to be properly locked away or disposed of when a workstation is not in use or is unattended. The clear desk and clear screen policy will reduce the risk of unauthorised access, loss of, and damage to information during and outside of normal business hours or when workstations are left unattended.

Screensavers/session locks on all PCs/laptops and servers must be implemented. The lock must require the user to re-authenticate before system access is granted.

All printers and fax machines should be cleared of papers as soon as they are printed, to ensure that sensitive documents are not left in printer trays for the wrong person to pick up.

Sensitive physical documents should be shredded.

6. Change Management

All changes to Murrumbidgee Council information assets must be performed in a controlled and managed fashion. All changes must:

- Be formally documented;
- Be peer reviewed;
- Be tested prior to implementation; and
- Be reviewed and approved by an appropriately authorised audience.

Where changes to the information resources do not come under the province of change management (eg. new-user registrations), suitable audit trails and authorisation procedures should be established.

7. Separation of Development, Testing and Operational Environments

Separate and controlled environments should exist for development, test and production where business requirements support their necessity.

Appropriate access controls should be applied to the development and testing environments to ensure the confidentiality and integrity of development activities and data.

8. Controls Against Malware

To prevent the introduction of malicious software, approved malware protection software must be installed, where technologically possible, on Murrumbidgee Council resources, including services, user workstations, standalone workstations, mobile computing devices and laptops.

Malicious software controls must be regularly updated to ensure malicious software can be appropriately identified.

Instances of detected malicious code software outbreaks fall within the definition of a cyber security incident, and should be handled in accordance with Council's *Communication Devices, Internet and Intranet Policy*. The user should also physically disconnect their computer from the network as soon as possible to prevent spreading the infection.

9. Information Backup

Users of information should ensure that appropriate backup and recovery procedures exist for all information assets that have backup requirements. The types of backups and their minimum frequencies should be determined in consultation with the Manager, Corporate and Community Services and Council's IT Managed Service Provider.

10. Event Logging

Systems which facilitate access to, store, transfer or create Council information must, where technically feasible, have logging capabilities enabled which identify at a minimum:

- Who performed an action;
- What action was performed;
- When the event occurred.

All event logs should be kept for periods in line with legislative requirements. If no legal requirements are identified, the event logs should be kept for time periods that support an investigation.

Where supported, actions performed by users of authority (administrators or operators) should be logged.

Mechanisms should be in place to evidence when administrative tasks are performed which are outside of the bounds of normal application or system processes (i.e., clearing or flushing logs).

11. Installation of Software

The updating or installation of software and program libraries on servers must only be performed by authorised personnel and be in accordance with section 6 (Change Management). The updating or installation of software and program libraries on desktops and laptops must be restricted and controlled.

Only approved pieces of software should be installed on systems by an authorised individual. Controls should be implemented to control the installation of software by unauthorised individuals.

Staff seeking to have software approved for installation should approach the Manager, Corporate and Community Services in the first instance, with a review also to be undertaken by Council's IT Managed Service Provider.

12. Management of Technical Vulnerabilities

Council's IT Managed Service Provider, with the oversight of the Manager, Corporate and Community Services, is responsible for maintaining a risk register documenting known risks, and prioritising and mitigating those risks.

13. Review

This Policy:

- To be reviewed within the first year of the new Council term;
- May be reviewed and amended at any time at Council's discretion (or if legislative or State Government policy changes occur).

DRAFT



Draft Cyber Security Policy

	Name	Position	Signature	Date
Responsible Officer	Kaitlin Salzke	Chief Financial Officer		
Authorised By	John Scarce	General Manager		

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1. Purpose

The purpose of this policy is to document the cyber security policy and framework adopted by Murrumbidgee Council (Council) to manage and improve its resilience to cyber threats.

Cyber threats come in a variety of forms and continuously evolve, therefore the approach to cyber security needs to cover multiple fronts and be flexible to evolve around both business requirements and threats.

Covered within the framework is the general approach of preventing threats through system controls, managing incidents when they occur, and education of staff.

2. Related Policies

This policy should be read in conjunction with the following policies:

- *Communication Devices, Internet and Intranet Policy*, which documents Council's requirements and expectations regarding the use of its communications devices (including password requirements, use of multi-factor authentication, etc.);
- *IT Security Policy*, which documents the high-level requirements that Council expects from its ICT systems to ensure information is being protected appropriately;
- *Access Control Policy*, which documents the mechanisms for appropriately controlling and restricting access to information and systems to ensure individuals are provided the right access at the right time for their role.

3. Roles and Responsibilities

This section outlines the roles and responsibilities that Council has allocated as part of its cyber security function.

The **General Manager** is responsible for:

- Appointing or assigning an appropriate senior staff member with the authority to perform the duties outlined in this policy;
- Supporting Council's cyber security plan;
- Ensuring Council develops, implements and maintains an effective cyber security plan;
- Determining Council's risk appetite;
- Appropriately resourcing and supporting cyber security initiatives, including training and awareness and continual improvement initiatives to support this policy.

The **Executive Team** is accountable for cyber security, including risks, plans, reporting, and meeting the requirements of the *Cyber Security Guidelines – Local Government* released by Cyber Security NSW.

The **Chief Financial Officer** is responsible for:

- Defining and implementing a cyber security plan for the protection of Council's information and systems;
- Developing a cyber security strategy, architecture and risk management process, and incorporating these into Council's current risk framework and processes;
- Implementing a cyber security plan that includes consideration of threats, risks and vulnerabilities that impact the protection of the organisation's information and systems within the organisation's cyber security risk tolerance;
- Assessing and providing recommendations on any exemptions to organisation information, security policies and standards;
- Attending Audit, Risk & Improvement Committee meetings;
- Managing the budget and funding for the cyber security program.

The **Manager, Corporate and Community Services** is responsible for:

- Implementing policies, procedures, practices and tools to assist with the implementation of Council's cyber security framework;
- Building cyber incident response capability;
- Collaborating with privacy, audit, information management and risk officers to protect Council information and systems;
- Ensuring that consultants, contractors, and outsourced service providers understand the cyber security requirements of their roles;
- Ensuring all staff and providers understand their roles in building and maintaining secure systems;
- Monitoring and enforcing the compliance of Council's managed service provider with Council's cyber security requirements.

The **People & Culture Officer** is responsible for:

- Establishing training and awareness programs to increase employees' cyber security capability;
- Ensuring that all staff understand the cyber security requirements of their roles.

The **Records Officer** is responsible for:

- Acting as a focal point within Council for all matters relating to information management that are required to support cyber security;
- Ensuring that a cyber incident that involved damage or loss is escalated and reported to Council's IT Managed Service Provider and Executive team.

Council's **IT Managed Service Provider** (with the support of Council's Chief Financial Officer and Manager, Corporate & Community Services) is responsible for:

- Investigating, responding to, and reporting on cyber security events;
- Reporting cyber incidents to the General Manager and Cyber Security NSW, if appropriate;

- Ensuring a secure-by-design approach for new initiatives and upgrades to existing systems, including legacy systems;
- Managing and coordinating the response to cyber security incidents, changing threats and vulnerabilities;
- Developing and maintaining cyber security procedures and guidelines;
- Providing guidance on cyber security risks introduced from business and operational change;
- Managing the life cycle of cyber security platforms including design, deployment, ongoing operation and decommissioning;
- Ensuring appropriate management of the availability, capacity and performance of cyber security hardware and applications;
- Providing input and support to regulatory compliance and assurance activities and managing any resultant remedial activity;
- Developing a metrics and assurance framework to measure the effectiveness of controls;
- Providing day-to-day management and oversight of operational delivery.

Council's **Audit, Risk & Improvement Committee** is responsible for:

- Validating that the cyber security plan meets Council's goals and objective, and ensuring the plan supports the Council's cyber security strategy;
- Providing assurance regarding the effectiveness of cyber security controls;
- Assisting to ensure the risk framework is applied in assessing cyber security risks and with setting of risk appetite;
- Assisting Council staff in analysing cyber security risk.

4. Foundational Requirements

Council will work towards implementing the Foundational Requirements set out in the *Cyber Security Guidelines – Local Government* released by Cyber Security NSW (annexed to this policy). Staff will complete the *Self-Assessment (Basic) template* report on at least an annual basis and provide it to the Executive team and Audit, Risk & Improvement Committee for review. Resolving unmet requirements will form the basis of Council's cyber security improvement plan.

These foundational requirements encompass:

- Implementing cyber security planning and governance;
- Building and supporting a cyber security culture across the organisation;
- Managing cyber security risks to safeguard and secure information and systems;
- Improving resilience, including ability to rapidly detect cyber incidents and respond appropriately.

Implementation of the *Essential Eight* (a series of prioritised mitigation strategies designed by the Australian Cyber Security Centre to help organisations protect themselves against various cyber threats) is also incorporated within these foundational requirements.

5. Cyber Incidents

A *cyber incident* is an occurrence or activity that may threaten the confidentiality, integrity or availability of a system or the information stored, processed or communicated by it.

Notification and information retention requirements in the event of a cyber security incident are set out in Council's *Communication Devices, Internet and Intranet Policy*.

Once a report is received, the following process will be followed:

1. *Investigate*: Investigate reports to determine whether a breach has occurred, as well as the scope, impact and severity of the incident.
2. *Isolate*: Take appropriate action to isolate impacted systems until a resolution can be applied.
3. *Eradicate & Recover*: Develop a plan for eradicating any threat and repairing damage caused. Consideration will be given to implementing relevant components of Council's *IT Business Continuity Subplan*, managed and maintained by Council's IT managed service provider.
4. *Review*: Conduct a review of the event to determine whether it was a reportable event, and identify any improvements that could be made to the response plan or layers of defence.

It is noted that Council's IT Managed Service Provider also has reporting requirements in the event of a cyber incident.

Council's IT Managed Service Provider also conducts a security check and review of logs as part of its monthly processes, and maintains logging of events through its ticketing system. It is not proposed to implement an additional register at this time.

6. Penetration Testing

Council will conduct penetration testing on at least a biennial basis, or when there are major changes to Council's information systems.

7. Review

This Policy:

- To be reviewed within the first year of the new Council term
- May be reviewed and amended at any time at Council's discretion (or if legislative or State Government policy changes occur)

This Policy has been drafted with reference to the *Cyber Security Guidelines – Local Government* released by Cyber Security NSW, and should be reviewed with reference to those guidelines.

Annexure 1

Foundational Requirements (extract from Cyber Security Guidelines - Local Government)

6. Foundational Requirements

Outlined below are foundational requirements that focus on enhancing planning and governance, developing a cyber security culture, safeguarding information and systems, strengthening resilience against attacks and improved reporting.

LEAD	PREPARE	PREVENT	DETECT	RESPOND	RECOVER	
1	Councils should implement cyber security planning and governance. Councils should:					
1.1	Allocate roles and responsibilities as detailed in the Guidelines.					
1.2	Ensure there is a governance committee at the executive level or equivalent (dedicated or shared) to be accountable for cyber security including risks, plans, reporting and meeting the requirements of the Guidelines.					
1.3	Develop, implement and maintain an approved cyber security plan that is integrated with your organisation's business continuity arrangements.					
1.4	Include cyber security in their risk management framework and consider cyber security threats when performing risk assessments.					
1.5	Be accountable for the cyber risks of their ICT service providers with access to or holding of government information and systems and ensure these providers understand and comply with the cyber security requirements of the contract, including the applicable parts of the Guidelines and any other relevant organisational security policies.					
LEAD	PREPARE	PREVENT	DETECT	RESPOND	RECOVER	
2	Councils should build and support a cyber security culture across their organisation. Councils should:					
2.1	Implement regular cyber security awareness training for all employees, contractors and outsourced ICT service providers.					
2.2	Increase awareness of cyber security risk across all staff including the need to report cyber security risks.					
2.3	Foster a culture where cyber security risk management is an important and valued aspect of decision-making and where cyber security risk management processes are understood and applied.					
2.4	Ensure that appropriate access controls and security screening processes are in place for people with privileged access or access to sensitive or classified information.					
2.5	Receive and/or provide information on security threats and intelligence with Cyber Security NSW and cooperate with NSW Government to enable management of government-wide cyber risk.					

LEAD	PREPARE	PREVENT	DETECT	RESPOND	RECOVER
3	Councils should manage cyber security risks to safeguard and secure their information and systems. Councils should:				
3.1	Implement an Information Security Management System (ISMS), Cyber Security Management System (CSMS) or Cyber Security Framework (CSF).				
3.2	Implement the ACSC Essential Eight ³ .				
3.3	Classify information and systems according to their business value (i.e. the impact of loss of confidentiality, integrity or availability).				
3.4	Ensure cyber security requirements are built into procurements and into the early stages of projects and the system development life cycle (SDLC), including agile projects. Any upgrades to existing systems must comply with your organisation's cyber risk tolerance.				
3.5	Audit trail and activity logging records are determined, documented, implemented and reviewed for new ICT systems and enhancements.				
LEAD	PREPARE	PREVENT	DETECT	RESPOND	RECOVER
4	Councils should improve their resilience including their ability to rapidly detect cyber incidents and respond appropriately. Councils should:				
4.1	Have a current cyber incident response plan that integrates with the agency incident management process and the <i>NSW Government Cyber Incident Response Plan</i> .				
4.2	Exercise their cyber incident response plan at least every year.				
4.3	Ensure that ICT systems and assets are monitored to identify cyber security events and verify the effectiveness of protective measures.				
4.4	Report cyber security incidents to their CISO and/or Cyber Security NSW. If relevant, ensure incident reporting is compliant with Federal reporting requirements.				

7. The Essential Eight

The ACSC recommends that organisations implement eight essential mitigation strategies as a baseline. This baseline, known as the Essential Eight, makes it much harder for adversaries to compromise systems. Please check the ACSC website for the latest version of the Essential Eight and maturity model⁴.

³ Strategies to Mitigate Cyber Security Incidents: <https://www.cyber.gov.au/acsc/view-all-content/publications/essential-eight-explained>

⁴ <https://www.cyber.gov.au/acsc/view-all-content/essential-eight>

The ACSC Essential Eight was refreshed on 12 July 2021. This update focused on using the maturity levels to counter the sophistication of different levels of adversary tradecraft and targeting, rather than being aligned to the intent of a mitigation strategy. The redefinition of a number of maturity levels will also strengthen a risk-based approach to implementation of the Essential Eight strategies. As the maturity model has been redefined and many requirements have changed, maturity assessments for the July 2021 model should not be directly compared to earlier versions of Essential Eight.

- FAQ: <https://www.cyber.gov.au/acsc/view-all-content/publications/essential-eight-maturity-model-faq>
- Essential Eight Maturity Model: <https://www.cyber.gov.au/acsc/view-all-content/publications/essential-eight-maturity-model>
- Definitions: <https://www.cyber.gov.au/acsc/view-all-content/advice/cyber-security-terminology>
- ISM: <https://www.cyber.gov.au/acsc/view-all-content/ism>

Mitigation Strategy	What	Why
Application control	Checking programs against a pre-defined approved list and blocking all programs not on this list	So unapproved programs including malware are unable to start and preventing attackers from running programs which enable them to gain access or steal data
Patch applications	Apply security fixes/patches or mitigations (temporary workarounds) for programs within a timely manner (48 Hours for internet reachable applications). Do not use applications which are out-of-support and do not receive security fixes	Unpatched applications can be exploited by attackers and in the worst case enable an attacker to completely takeover an application, access all information contained within and use this access to access connected systems
Configure MS Office macro settings	Only allow Office macros (automated commands) where there is a business requirement and restrict the type of commands a macro can execute. Also monitor usage of Macros.	Macros can be used to run automated malicious commands that could let an attacker download and install malware
User application hardening	Configure key programs (web browsers, office, PDF software, etc) to apply settings that will make it more difficult for an attacker to successfully run commands to install malware	Default settings on key programs like web browsers may not be the most secure configuration. Making changes will help reduce the ability of a compromised/malicious website from successfully downloading and installing malware.

Restrict administrative privileges	Limit how accounts with the ability to administer and alter key system and security settings can be accessed and used.	Administrator accounts are 'the keys to the kingdom' and so controlling their use will make it more difficult for an attacker to identify and successfully gain access to one of these accounts which would give them significant control over systems
Patch operating systems	Apply security fixes/patches or temporary workarounds/mitigations for operating systems (e.g. Windows) within a timely manner (48 Hours for internet reachable applications). Do not use versions of an Operating system which are old and/or not receiving security fixes	Unpatched operating systems can be exploited by attackers and in the worst case enable an attacker to completely takeover an application, access all information contained within and use this access to access connected systems
Multi-factor authentication	A method of validating the user logging in by using additional checks separate to a password such as a code from an SMS/Mobile application or fingerprint scan	Unpatched operating systems can be exploited by attackers and in the worst case enable an attacker to completely takeover an application, access all information contained within and use this access to access connected systems
Regular backups	Regular backups of important new or changed data, software and configuration settings, stored disconnected and retained for at least three months. Test the restoration process when the backup capability is initially implemented, annually and whenever IT infrastructure changes.	To ensure information can be accessed following a cyber-security incident e.g. a ransomware incident).



[illegible]

NOTES

1. SURVEY POINTS NOT ACQUIRED FROM GOOGLE EARTH.
2. DETAILED SURVEY REQUIRED TO COMPLETE DESIGN.
3. WSA Water Supply Code of Australia.

[illegible]

Horneman Lane - Proposed Road Closure Plan - View



Revised Tree Management Policy (Revision 1)

	Name	Position	Signature	Date
Responsible Officer	Tom Dimec	Director of Infrastructure		
Authorised By	John Scarce	General Manager		

Document Revision History	
Previous Policies	Murrumbidgee Shire Council A.301 Urban Tree Removal 18 April 1996 - Minute # 131
	Murrumbidgee Shire Council A.302 Urban Tree Planting
	Jerilderie Shire Council 2.02 Naturestrip, Footpath and Street Trees Policy November 2008 - Minute # 569/11/08
	Jerilderie Shire Council 2.11 Tree Removal & Replacement Policy November 2008 - Minute # 569/11/08
Revision Number:	1
Review Date:	June/August 2023
Date adopted by Council:	
Minute Number:	
Next Review:	See item 10 of this Policy
Revision Number:	
Review Date:	
Date adopted by Council:	
Minute Number:	

August 2023

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1. Purpose

This policy defines how Murrumbidgee Council will manage trees in the Local Government Area, and will assist residents, property owners, authorities, Council officers, contractors, developers, and those working with the Council to understand the requirements for the management of street and reserve trees.

Street and reserve trees contribute to the appearance of the area through their aesthetic value, by providing identity and character. In addition, trees contribute to improving urban environments by absorbing heat, providing shade, reducing solar radiation, providing habitat, utilising stormwater run-off, and assisting in air purification.

The purpose of this policy is to formalise Council's management of trees including:

- Tree selection and planting
- Risk assessment
- Maintenance and tree removal
- Preservation

Murrumbidgee Council LGA encompasses an area of 6500 square kilometres. Operated or controlled land is exposed to varying degrees of risk associated with the hazards which exist on the land - both natural hazards and hazards related to developed facilities.

2. Scope

This policy applies to all trees and shrubs that are growing on any property under Council's control, including operational land, community land, nature strips, road reserves, and public reserves. It covers:

- Tree selection and location
- Tree removal
- Maintenance and preservation

3. Legislation

- Australian Standard "Pruning of Amenity Trees" AS4373 – 2007
- NSW Roads Act 1993
- Local Government Act 1993 No 30

3.1 Essential Energy

Council acknowledge Essential Energy's obligations under the Electricity Supply Act 1995 (NSW) and encourages them to engage with the local community as they enact those powers.

4. Tree Planting

4.1 Residents

Council will advise suitable trees to plant on nature strips, but will also authorise residents to plant trees, provided that:

- a written application is made for such planting, containing an undertaking from the applicant that the trees, once planted, will be watered and otherwise maintained by the applicant;
- the trees will be of a type that is listed in Council's Preferred Species List - Appendix 1;

The total number of trees on any section of the nature strip (including existing trees) does not exceed two (2) for each property frontage, except where the Director of Infrastructure may determine that additional trees are warranted, where the property frontage is significantly longer than normal or other unusual circumstances exist.

Residents or land owners may seek approval from the Director of Infrastructure to provide and plant additional trees on nature strips at their own cost, provided that such trees are of a type listed on the Council's Preferred Species List (Appendix 1) and provided that such plantings are located to minimise future problems regarding Council infrastructure, other services and the safety of pedestrians and traffic.

A resident or land owner may be required to remove or relocate any nature strip tree planted without prior approval, if the location or type of tree may cause problems in the future.

4.2 Tree Planting and Maintenance in New Subdivision Developments

Where a developer is required to plant trees as part of the planning permit process for new developments, Council will oversee the planting and establishment.

Approved landscape plans must conform to site assessments and Council's Preferred Species List - Appendix 1.

4.3 Tree Planting – Council

To ensure the long-term success of tree planting, a detailed analysis of site conditions and design constraints is required. The objective is to minimise the risk associated with trees, by selecting trees that will have minimal impact on their new environment.

4.4 Existing Trees

A map of tree types within the Council's urban areas will be progressively developed. This will provide a general overview of trees that currently exist on Council's nature strips, within parks and reserves, and surrounding Council-controlled areas.

Council will also progressively build a register of trees under Council control within urban areas. The Tree Register will identify:

- Tree species and common name
- Location
- Approximate height of the tree

- Approximate width of the tree
- Approximate age of the tree
- Assessment of the vitality of the tree
- Other information include surrounding infrastructure, risk assessment, and recommendations.

As trees are replaced, or new plantings occur, the new tree is added to the Tree Register, and the existing tree is noted as removed (or other relevant comments).

5. Tree Removal

Whilst tree removal is the last resort management option, public safety always takes priority.

Urban tree removal will not be considered in the following instances:

- If there is a safe and practical means for tree retention
- For solar access
- For unjustified property or infrastructure damage claims
- To reduce leaf, fruit, and debris litter
- If the tree provides an important biodiversity function such as high conservation road reserves
- For personal aesthetic preference
- dropping of leaves, twigs, or other litter,
- overshadowing of property,
- obscures or otherwise detracts from advertising signage

Urban tree removal may be considered under the following circumstances:

- All hazardous trees will be removed as soon as practical
- Trees that are unviable, structurally unsound, and high probability of failure
- Trees that are dead, dying, or in severe decline
- A tree with a defect that cannot be rectified
- Trees are proven to be causing damage to infrastructure
- As part of a treescape upgrade or capital works program
- In such a position as to interfere with the construction of a building or a driveway
- Dead or diseased or damaged in such a way as to be unsightly or dangerous
- Causing damage to or interfering with the proper maintenance of buildings, fences, paths, and drains
- Deemed unsuitable for the proposed development of the land, in which case removed trees are to be replaced by suitable varieties as shown on a comprehensive landscape plan submitted for approval
- No tree removal is to take place before the receipt of written approval by the Council's (Director of Infrastructure)

6. Tree Risk Assessments

All trees under Council control located in urban areas will gradually, and as resources permit, undergo a risk assessment and will be included on the Tree Register with follow-up inspections scheduled by the results of the risk assessment. Priority will be given to those trees where:

- Complaints have been received
- There are obvious declines in tree health
- The tree has been damaged
- The tree or its roots are affecting Council services or infrastructure
- Planned Council works are in the vicinity

When assessing trees, factors used in the analysis include:

- The likelihood of limb or whole tree failure
- The location and the activity occurring at that location where the tree/limb may fail
- The maximum size of the tree or limb identified as having the potential to fail

Recommendations for mitigation works or tree removal are usually made where the risks are high or very high, and there is minimal environmental or historical value in retaining the tree. Where doubt exists, or where further assessment is required, Council will enlist the services of a qualified arborist.

7. Pest and Disease Management

When pest and disease outbreaks compromise the health or increase the risks associated with trees, Council will only intervene where the trees in question have been planted by Council.

In these circumstances the efficacy and cost-effectiveness of available treatments will be assessed and, if justified, the appropriate integrated pest management techniques will be undertaken.

Where affected trees are privately owned, and Council has been made aware, they will advise the owner so that the owner may take the appropriate action.

7.1 Termite Activity

The presence of pests in trees is not always apparent, and this is the case with termite activity. The Council will treat Council planted trees where it has knowledge, or has been advised, of termite activity within those trees.

Due to the nomadic nature of termites, the place of origin of termites cannot be attributed to any particular tree and therefore Council will not be held responsible for any third-party property damage.

8. Road Reserve Trees and Vegetation

Council, as the Road Authority under the Roads Act 1993, has a duty of care to the travelling public to, as far as reasonably practicable, ensure that trees and vegetation in the road reserve do not present a risk to life or property. To fulfil its duty of care, it will be necessary for staff involved in road construction, maintenance, and road inspections to be aware of trees and other vegetation that may present a risk to road users. This will be especially important following high wind or storm events.

As the Road Authority, Council must:

- Maintain and, where necessary, enhance roadside conservation value roadsides
- Increase public awareness of the importance of roadside vegetation
- Encourage community involvement in roadside conservation projects
- Provide management guidelines for roadside vegetation

9. Species List

Appendix 1 - Murrumbidgee Council Preferred Species List

10. Policy Review

This Policy:

- To be reviewed within the first year of the new Council term;
- May be reviewed and amended at any time at Council's discretion (or if legislative or State Government policy changes occur).

APPENDIX 1



Preferred Tree Species List

1.0 Introduction

In accordance with Council's Tree Management Policy, preferred species is defined as the trees that Council would select for planting after considering various factors including environmental, proximity to infrastructure, and ongoing maintenance.

The following procedure outlines how Council assesses trees and their proposed locations to determine the most appropriate species. The Preferred Species List lists possible trees according to their size and includes tree characteristics to assist in determining site suitability.

2.0 Zone Areas

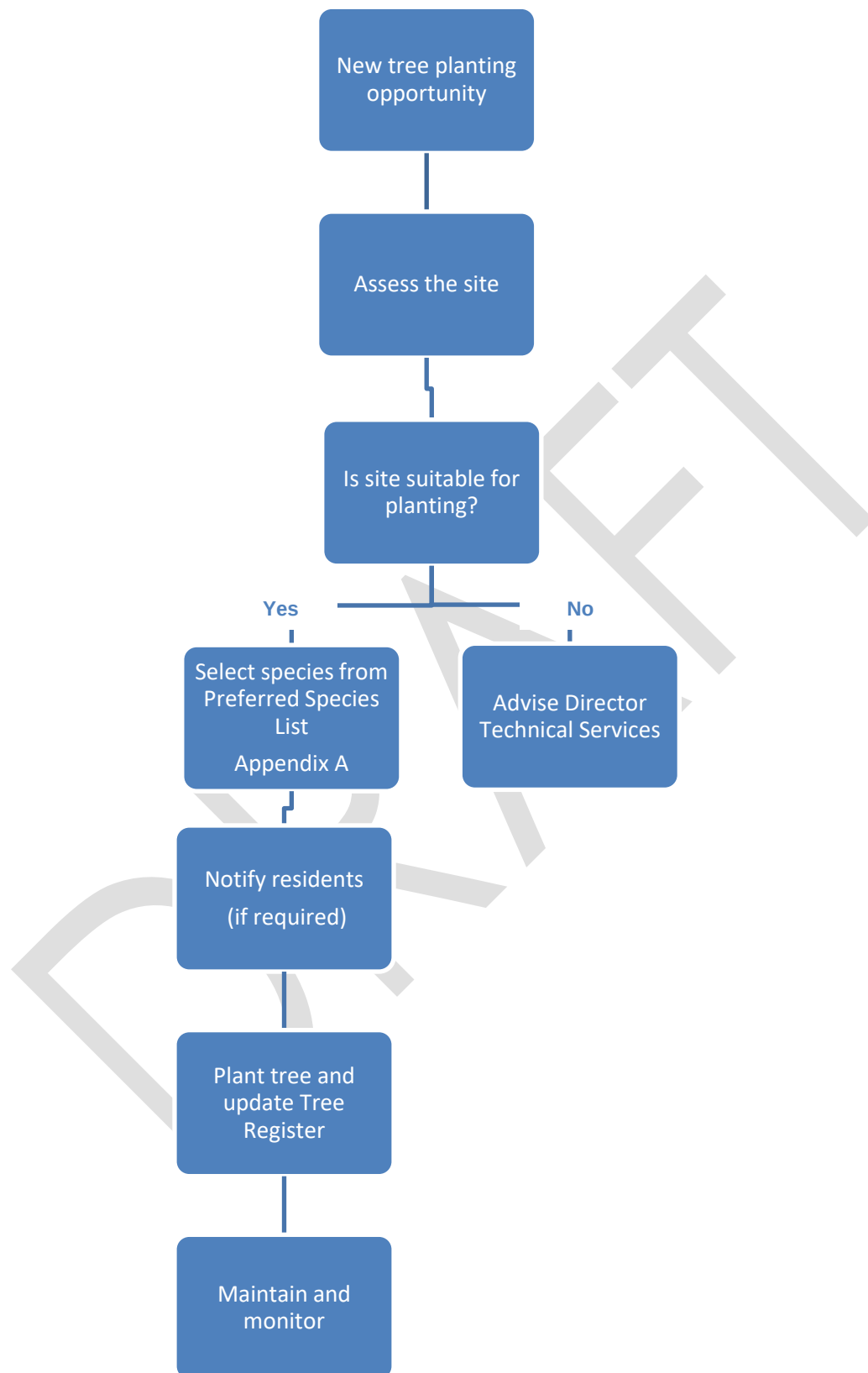
When assessing the site and determining the type of tree to plant, consideration must be given to the following risk zones:

Site Characteristic	Zone A <i>Most constraints (High to Very High Risk)</i>	Zone B <i>Moderate constraints (Medium Risk)</i>	Zone C <i>Fewest constraints (Low Risk)</i>
Electrical and telecommunications	• Uninsulated low and high voltage wires; • Bushfire prone area	• Bundled cables; • Insulated cables	• No powerlines
Below ground services – typical layouts	• Fibre optic cables; • High voltage power	• Bundled cables; • Insulated cables; • Water conduits; • Sewer conduits	• No powerlines; • No conduits
Slope	• Steep slope	• Moderate slope	• Generally flat ground
Paved areas	• Paved area; • Sealed surface • Brick pavers	• Partially paved areas; • Non reinforced concrete	• Grassy area
Verge width	• Less than 3.0m	• From 3 to 4m	• 4m or wider
Building set back	• None	• Less than 6m	• 6m or greater
Street lighting	• Over pedestrian crossings; • Traffic intersections	• Street lighting other than crossings and intersections	• No street lighting
Signage (i.e. traffic signs)	• Arterial roads; • High density residential streets	• Medium density residential streets; • Arterial roads in rural zones	• Low density rural/residential streets
Traffic	• Large volumes of heavy vehicles	• Heavy vehicles in moderate volumes	• Residential traffic in low volumes; • Cul-de-sacs

Site Characteristic	Zone A <i>Most constraints (High to Very High Risk)</i>	Zone B <i>Moderate constraints (Medium Risk)</i>	Zone C <i>Fewest constraints (Low Risk)</i>
Soils	• Severely compacted; • Shallow; • Reactive clay; • Acid sulphate; • Poor drainage	• Moderately compacted; • Urban fill; • Moderate drainage	• Undisturbed soil; • Deep profile; • Medium texture; • Good natural drainage
Water table	• High	• Moderate depth	• Deep water table

Identify the zone and the constraints that exist at the identified site, and then select a tree from the Preferred Species List, that is suitable to that Zone, climatic conditions, wildlife habitat, landscaping principles, and aesthetic value. For example if you have identified an area for tree planting where fibre optic cables are present, you would not be planting trees that have been identified in the Preferred Species List that have extensive root systems.

2.1 New Tree Assessment Flow Diagram



3.0 Preferred Species List

SMALL TREES – LESS THAN 10M													
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Site Suitability							Drought Tolerant	Frost Tolerant	
				Zone (A,B,C)	Nature Strip			Under Powerlines	Underground Services				
					Suitability	Ultimate Height	Ultimate Width						
	<i>Eucalyptus eximia</i> "Nana"	Dwarf Yellow Bloodwood	E		Yes	8m	6m	Yes	No - >6m		Moderate	Moderate	
	Notes: Spring flowering. Tolerates a wide range of soils.												
	<i>Lagerstreomia indica</i>	Crape Myrtle	D		Yes	6 - 8m	5 – 6m	Yes	Yes but >4.0m		High	High	
	Notes: Tree can adapt to a range of soils and prefers full sun.												
	<i>Pistacia chinensis</i>	Chinese Pistachio	D		Yes	10m	10m	Yes	Yes but >3.5m		High	High	
	Notes: Adapts to most soil textures.												

SMALL TREES – LESS THAN 10M													
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Site Suitability							Drought Tolerant	Frost Tolerant	
				Zone (A,B,C)	Nature Strip			Under Powerlines	Underground Services				
					Suitability	Ultimate Height	Ultimate Width						
	Melaleuca incana	Grey Honey Wattle	E		Yes	3m	2m	Yes	Yes	Yes	High	High	
	Notes: Small weeping type shrub with bottlebrush type flowers. Tolerant of drought and prefers well drained soils and sunny positions.												
	Callistemon citrinus	Crimson bottlebrush	E		Yes	3m	2m	Yes	Yes	Yes but >2.0m	Moderate	Moderate	
	Notes: Very hardy plants requiring minimal maintenance with bright red flowers												

MEDIUM TREES – 10 – 20 METRES IN HEIGHT														
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Site Suitability										
				Zone (A,B,C)	Nature Strip		Underground Services	Drought Tolerant	Frost Tolerant					
					Suitability	Ultimate Height				Ultimate Width				
	<i>Eucalyptus eximia</i>	Yellow Bloodwood	E		Yes	10 - 12m	4 – 6m	No	No	High	Low – particularly when young			
	<i>Hymenosporum flavum</i>	Native Frangipani	E		Yes	6 – 10m	4 – 6m	No	Yes but >4.0m	Moderate	Moderate			
	Notes: Adaptable species tolerating a range of soil conditions													
	<i>Jacaranda mimosaeifolia</i>	Jacaranda	D		Yes	15m	10m	No	No – extensive root system >6.0m	Moderate	Low			
	Notes: Prefers rich well drained soils. Needs protection from frost when young. Suitable for parks not streetscapes.													
	<i>Nyssa sylvatica</i>	Tupelo	D		Not suitable near footpaths	11m	6m	Yes	No - >6m	Low	Moderate			
	Notes: Slow growing tree with a high tolerance of wet soils and flooding.													

MEDIUM TREES – 10 – 20 METRES IN HEIGHT

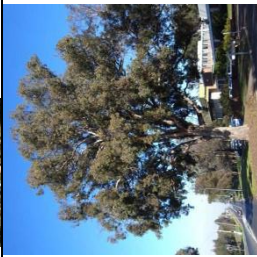
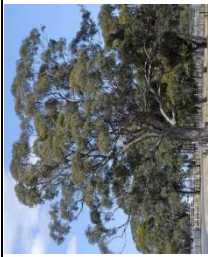
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Site Suitability							
				Zone (A,B,C)	Nature Strip		Under Powerlines	Underground Services	Drought Tolerant	Frost Tolerant	
	<i>Pyrus spp</i>	Ornamental Pear (varieties)	D		Yes	10m	10m	Yes – but need to assess all varieties	Yes but >6.0m	Moderate	High
	Notes: Moderate tolerance of waterlogged sites. Hardy plant.										
	<i>Ulmus parvifolia</i>	Chinese Elm	D		Yes	0m	1m	No	Yes but >6.0m	Moderate	High
	Notes: Adaptable tree capable of growing well in a wide variety of sites. Performs best in well drained soils, but will tolerate compacted conditions.										
	<i>Gleditsia triacanthos</i>	Honey locust	D		Yes	15m	10m	Yes	No > 10m	Moderate	High
	Notes: Hardy, very adaptable and easy to grow. Tolerant of a wide range of soil conditions										
	<i>Acer x freemanii</i>	Jeffersred' Autumn Blaze Maple	D		Yes	13	10	No	No	Moderate	Low
	Notes: Well structured, adaptable tree. Suitable to car parks, amenity areas around buildings, street and park plantings.										

MEDIUM TREES – 10 – 20 METRES IN HEIGHT													
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Zone (A,B,C)	Site Suitability					Underground Services	Drought Tolerant	Frost Tolerant	
					Suitability	Nature Strip Ultimate Height	Ultimate Width	Under Powerlines					
	Melaleuca lanceolata	Moonah	E		Yes	7m	5m	Yes	No	Moderate	Moderate		
	Notes: Good for use in gardens and parks. Can be used as a windbreak or for shade. Low maintenance and fast growing												
	Geijera parviflora	Wilga	E		Yes	9m	8m	Yes	No	High	Moderate		
	Notes: Very good shade and shelter tree but very slow growing												
	Acmena smithii	Lilly Pilly	E		Yes but need to keep in mind that this tree bears fruit	5m	5m	No	No >20m	Low	High		
	Notes: Suitable for streetscapes – fruit attracts birds and other wildlife. Tree can also be pruned into a hedge.												
	Pittosporum phylliraeoides	Butterbush	E		No	6m	~4m	Yes	>6.0m	Moderate	High		
	Notes: Slow growing but long living suitable for parks and gardens												

MEDIUM TREES – 10 – 20 METRES IN HEIGHT											
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Zone (A,B,C)	Nature Strip			Site Suitability			
					Suitability	Ultimate Height	Ultimate Width	Under Powerlines	Underground Services	Drought Tolerant	Frost Tolerant
	Corimbia ficifolia	Red-flowering gum	E		Yes	10m	5m	Yes	No	Moderate	Low
	Notes: Hardy and fast growing and rarely requires pruning – does not like waterlogged sites										

LARGE TREES – GREATER THAN 20 METRES												
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Zone (A,B,C)	Nature Strip				Site Suitability			
					Suitability	Ultimate Height	Ultimate Width	Under Powerlines	Underground Services	Drought Tolerant	Frost Tolerant	
	<i>Callitris glauca</i>	White Cypress Pine	E		Not for pedestrian areas – seed cones	0 – 0m	6m	No	Yes but >3.5m – has the potential for an invasive root system	High	High	
		Notes: Prefers well drained sandy soils and has a low salt tolerance										
	<i>Eucalyptus albens</i>	White Box	E		No	18 – 25m	12 – 15m	No	No - >20m	Moderate	Moderate	
		Notes: Will grow in a range of soils but uses a large amount of ground water. A very useful tree for erosion control with large spreading roots.										
	<i>Eucalyptus citriodora</i>	Lemon scented gum	E		No	15 -30m	10-25m	No	No	Moderate	Moderate	
		Notes: Must be pruned in early stages to remove wayward limbs and to promote vertical growth to avoid limb failure.										
	<i>Eucalyptus leucoxylon ssp. Pruinosa</i>	Yellow Gum	E		No	15-25m	5-10m	No	No >6m	High	High	
		Notes: This tree has many different forms and varieties – moderately fast growing and excellent shade, shelter and wind erosion control.										

LARGE TREES – GREATER THAN 20 METRES

Image	Botanical Name	Common Name	Deciduous/ Evergreen	Zone (A,B,C)	Site Suitability						
					Nature Strip			Under Powerlines	Underground Services	Drought Tolerant	Frost Tolerant
					Suitability	Ultimate Height	Ultimate Width				
	<i>Eucalyptus maculata</i>	Spotted gum	E		No	35m	10m	No	No	Moderate	Low
	Notes: Fast growth but does require some formative pruning to address limb failure in advanced trees.										
	<i>Eucalyptus melliodora</i>	Yellow Box	E		No	20 – 30m	8 – 10m	No	No	High	High
	Notes: Fast growing tree not suitable to shady areas or small compact areas. Does not tolerate water-logging.										
	<i>Eucalyptus microcarpa</i>	Grey Box	E		No	25m	8 – 10m	No	No	High	High
	Notes: Suitable for park areas – it is a good shade tree and is useful as an upper canopy tree in windbreak plantings.										
	<i>Eucalyptus sideroxylon</i>	Mugga Ironbark	E		Yes	10 – 25m	Up to 15m	No	No	High	Moderate
	Notes: Black barked tree with white, pink or red flowers – good ornamental street tree.										

LARGE TREES – GREATER THAN 20 METRES												
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Zone (A,B,C)	Site Suitability					Drought Tolerant	Frost Tolerant	
					Suitability	Nature Strip Ultimate Height	Ultimate Width	Under Powerlines	Underground Services			
	<i>Grevillea robusta</i>	Silky Oak	E		No	18 – 35m	5 – 14m	No	No >20m	High	Moderate	
	Notes: Fast growing tree with golden orange bottlebrush flowers											
	<i>Acacia salicina</i>	Willow wattle	E		Yes	5 – 12m	10m	Yes	No - <4.0m	Moderate	Moderate	
	Notes: Fast growing tree suitable for erosion control.											
	<i>Acacia pendula</i>	Weeping Myall or Boree	E		Yes	6 – 12m	4 – 6m	No	No - <4.0m	High	High	
	Notes: Hardy tree which can tolerate drought and occasional flooding. Slow to moderate growth rate.											
	<i>Melaleuca stypheloides</i>	Prickly-leaved Paperbark	E		Yes	8 – 10m	6 – 8m	No	No - <4.0m	Moderate	Moderate	
	Notes: Hardy native tree with prickly foliage and profuse flowers during spring/summer											

LARGE TREES – GREATER THAN 20 METRES												
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Zone (A,B,C)	Site Suitability					Underground Services	Drought Tolerant	Frost Tolerant
					Suitability	Nature Strip Ultimate Height	Ultimate Width	Under Powerlines				
	Melaleuca armilaris	Bracelet honey myrtle	E		Yes	8m	7m	Yes	No - <3.5m	High	Low	
	Notes: Fast growing and adaptable to most soils. Pruning required to keep it healthy.											
	Casuarina cunninghamiana	River She-Oak	E		Yes	15 – 35m	6m	No	No	High	Low	
	Notes: Slow growing tree. Use as a windbreak.											
	Metrosideros excelsa	Pohutakawa (New Zealand Christmas Tree)	E		Yes	12 – 25m	9 – 12m	No	No - > 6m	Moderate	Low	
	Notes: Can survive in a range of soil types with unusual root system. Has been known to have invasive roots.											

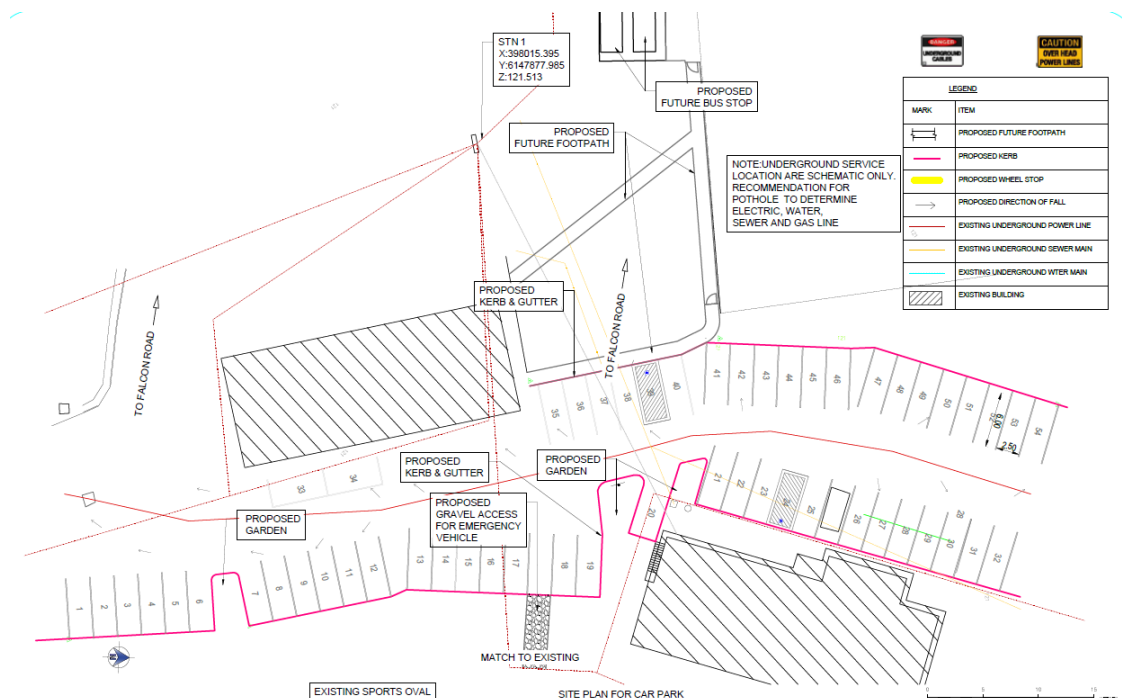
LARGE TREES – GREATER THAN 20 METRES											
Image	Botanical Name	Common Name	Deciduous/ Evergreen	Site Suitability					Frost Tolerant		
				Zone (A,B,C)	Nature Strip		Under Powerlines	Underground Services		Drought Tolerant	
	<i>Platanus orientalis</i> 'Digitata'	Cut Leaf Plane	D		No – has prickly fruit and root systems can lift and damage footpaths and kerbing	25 – 30m	20m	No	No >10m	Moderate	High
	Notes: Will tolerate exposed sites. Not prone to insects that cause obvious damage to foliage. Seen to have good tolerance of pruning and can handle root disturbance.										

1 August 2023

COLEAMBALLY SPORTS PRECINCT UPDATE

We will be completing the roads, drainage and carpark works at the Coleambally Sports Precinct at the end of the football and netball season.

These works are based on the masterplan developed in 2020. Included in the scope of works is the proposed closure of the road between the netball courts and the gym. This was proposed for the safety of netballers and precinct users walking between the change rooms and the courts. Also proposed is a new car park (shown below).



Submissions in writing regarding the proposed road closure are invited and will be received up to 5 pm on 25 August 2023. Please mark your submission 'Sports Precinct Civil Works' and email to mail@murrumbidgee.nsw.gov.au, drop off at any Council office or mail to PO Box 96, Jerilderie 2716. Please include your reasons for supporting or opposing the proposed road closure.

John Scarce
GENERAL MANAGER



Alicia Perkins
"Timbarra" 70 Glenn Rd
COLEAMBALLY NSW 2707

General Manager
Murrumbidgee Shire Council
PO Box 96
JERILDERIE NSW 2716

Dear Mr Scarce,

Coleambally Sports Precinct Update – Proposed Road Closure

I am writing to you regarding the proposed road closure at the Coleambally Sports Precinct and the proposed parking areas.

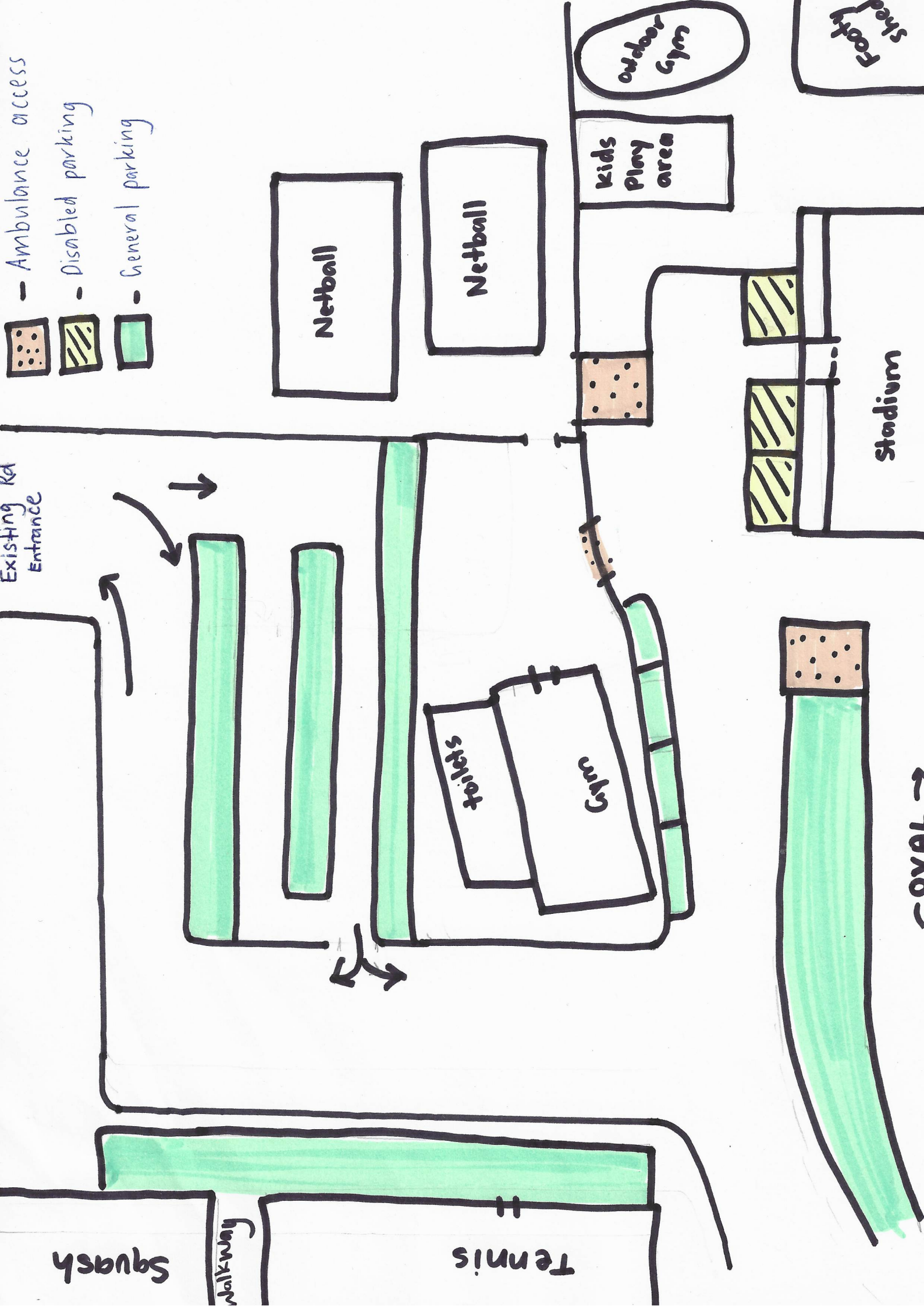
My main concern with the proposed car parking area is that you will have children walking through the car park to get from the football oval and canteen to the netball courts. On a football/netball day particularly a junior's day this area is a high traffic area with many kids running from the canteen to the netball courts. Most would not think to look for a car reversing if the proposed car park was in place and they were required to cross through this area.

It was also noticed that there was no Ambulance access for the netball courts or a designated disabled parking area. I have attached a very rough sketch of my proposed parking area for the sports precinct. I have added in additional Ambulance access areas so both footballers and netballers can be reached by the Ambulance. I have also highlighted a spot near the gym where I think an entrance should be so the Ambulance can drive up to the Gym roller door entrance if needed.

I have highlighted an area behind the stadium that could be used for disabled parking, this area is close to the stadium and could have a cement path near it allowing for easy access. I have moved the children's play area from behind the toilet block and placed it near the outdoor gym area. Moving this free's up a large area that could be used for parking. It places the park in a central location that is away from roads and will also prevent children from crossing roads to get to the playground. It would also stop children from crossing through a car park to get to and from the netball courts and the stadium as seen in your proposed plan.

Thank you for taking the time to look at my proposed changes and I hope you take them into consideration.

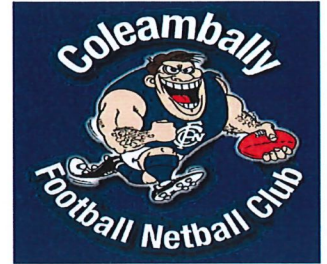
Kind regards,
Alicia Perkins



Coleambally Football Netball Club
PO Box 80
COLEAMBALLY NSW 2707

Email: secretary@colybluesfnc.com

ABN 72 994 900 809



To the General Manager John Scarce,

I am writing to you on behalf of the Coleambally Football Netball Club (CFNC) in relation to the proposed road closure civil works at the Coleambally Sports Precinct. The CFNC held a committee meeting to discuss the proposal and would like to raise the following concerns/discussion points.

Once the road is closed all traffic will be required to use the road between the tennis courts and the community gym. This road is not wide enough to have 2 vehicles pass each other (or buses to drive through) and therefore could be dangerous as people are driving around the bend. It is our suggestion that this road be widened, unfortunately it can not be widened on the tennis court side as that is used as carparking for the tennis and squash courts and the preschool and therefore will be disadvantaged by the required changes.

We are concerned that there will not be enough carparking spaces in the proposed carpark area and would suggest moving the outdoor gym area to the proposed grassed area to allow for the carpark area to be extended. On weekends when CFNC have home games that are juniors and seniors we can have excess of 60 cars parked in the carpark area that your diagram only allows 30. It has been questioned where the disabled parking spots are located? And with the placement of the netball fence, where will the ambulance access be to the netball courts and to the roller door of the community gym? With the kerb and carpark placement, could it also be identified how individuals can access the storage sheds as we require backing a trailer up to the roller door and therefore the kerb shown in the provided diagram will impede this.

CFNC are concerned that the drainage needed for that area will not be suffice and therefore cause issues to the netball court area. The grassed area at the courts already have drainage issues and it is our concern this will be worsened as a result of this proposal.

It is our understanding that the proposal is for the safety of the netballers and precinct users walking between the changerooms, kids play equipment and the courts. We have used the key on the diagram to identify that path, however we are unable to identify where the path will be located between the changerooms/courts and the canteen/football oval if you are able to specify?

Please do not hesitate to contact me if you have any questions with the concerns we have raised and we appreciate the opportunity to provide our concerns.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Jacquelyn Marks', is written over the 'Kind Regards,' text.

Jacquelyn Marks
Secretary Coleambally FNC



25 August 2023

Murrumbidgee Council
PO Box 96
JERILDERIE NSW 2716
Sent to: mail@murrumbidgee.nsw.gov.au

To Whom It May Concern,

Re: Coleambally Sports Precinct Update

We would like to thank you for bringing to our attention the plans for the Coleambally Sport Precinct and the opportunity to submit our suggestions regarding the car park in the area. I have taken this request to our committee who have suggested the following be considered in your planning;

- The road to be sealed and or paved where vehicles drive.
- Pot holes and speed bump need to be fixed.
- If the main area in front of the roller doors is to be closed in from cars and kept for foot traffic, could we have a lawn/ concrete outside the roller door so group fitness classes can utilise the outside?
- Road signs from Kookaburra Road and Falcon Road to give directions to gym.
- Defined parking spots where parking will be.
- Designated disabled parking spot with sign at the front of gym.
- Further drainage on the preschool side road as it gets pretty deep in water if there's significant rain fall.
- There needs to be a handicap rail along ramp and upstairs entry into the gym.

Should you wish to discuss any of the above points further please contact our facility by emailing coleamballycommunitygym@gmail.com or calling 0488 955 313.

We look forward to your replay and seeing the revised plans.

Kind Regards

Prue Harper
Coleambally Community Gym



Coleambally Preschool Assn. Inc.

ABN: 30 545 837 095

Association No.: 05152-48

Falcon Road

PO Box 58

COLEAMBALLY NSW 2707

Phone: 02 6954 4050 0456 164 219

Email: colypre@live.com.au or
director@coleamballypreschool.com

8 August 2023

General Manager
Murrumbidgee Council
PO Box 96
JERILDERIE NSW 2716

RE: SPORTS PRECINCT CIVIL WORKS

On behalf of the Coleambally Preschool Committee I would like to propose the following.

- 1 Keep the road via the netball courts and gym open to relieve congestion past the preschool and enabling traffic to flow around the loop. Build a pedestrian crossing between netball courts and change room, with speed bump to ensure drivers are being cautious.
- 2 It would be recommended for either decision (closing road or leaving open) to have multiple speed limit signs of 10kms within the zone.
- 3 Children crossing signs would be appropriate.
- 4 The provision of footpaths from the school to the preschool for children to use when going to and from the buses twice a day would help to keep the children safe. Currently and on a daily basis during the school term, the children walk from the CCS through the plantation on the footpath then cross to the netball courts to the end of the courts and cross over at the top of the gym then along the gym footpath to the preschool. This is repeated in reverse at the end of the day. We also at times have children ride their bike, with a parent, to and from preschool.
- 5 Ideally, designated parking in front of the tennis courts as up to 4 and 5 educators park their cars there. This can become wet underfoot or cars are in the way for mowing.

Thank you for your consideration of our submission and if you have any further questions, please contact me at the below contact details.

Yours sincerely

Natalie Burke (President)

Coleambally Preschool Inc. 02 954 4050
Natalie Burke 0429 722 613
Director Colleen Kelly 0428 531 876

Dear Sir/Madam

Please consider the Family Day Care and Preschool Centre before finalising the decision to close the road between the netball courts and the gym.

Leaving the road open would continue to allow safe free-flowing traffic to and from the Family Centre, as it does now, even though this section is in dire need of repair - especially considering how many people use it.

The traffic to the family centre currently flows in a circular direction.

Kindly keep in mind that the whole road, with the exception of the distance from Falcon Road to the "Gatekeepers Box", is not wide enough to allow for dual-way traffic usage.

I look forward to your early response.

Karen Bull

Educator

Coleambally Preschool.

To whom it May Concern;

I am writing to voice an objection to the proposed road closure between the netball courts and the gym/playground.

Closing this road indefinitely, creates increased traffic in front of the squash courts. The Coleambally squash club participates in junior racquet sports (squash and racquetball), night time competitions, intertown competition and regional development camps.

We rely on the common sense of others to drive between the netball courts and gym when we have activities occurring at the Squash courts which always involve children who run back and forth between the courts and playground between matches and/or coaching times.

A cheaper and more inclusive solution would be to simply place traffic cones on the road while netball is being played which can be removed later in the day when the matches are finished. Please keep in mind they are only there every second weekend during the league competition.

Failing this a painted pedestrian crossing which would actually be useful on the squash court/tennis court road would be a constructive alternative.

Attached is a photo of junior racquetsports players at the park in between matches at the squash courts. Generally citizens drive the other road near netball courts. Occasionally we have to watch when we hear a vehicle that has chosen the route on the squash court side.

I would be grateful if council could consider the cheaper option of traffic cones to temporarily close the road for the half day per fortnight that netball competition is played.

Yours Truly

Cate Hardy

***Junior Racquetsports coordinator
Coleambally Squash Club***

ph 0413885278

Letter to Murrumbidgee Council opposing the proposed road closure in the sport precinct area at Coleambally.

To whom it may concern. As a concerned parent and community member would like to oppose the upgrades that would not improve the area but be a backward step and use funding to enable the backward step that would be better put to use in a fix that would benefit all.

I would like to oppose the closure of the road in the sports precinct. Reasons are below.

- Will inadvertently increase traffic flow around the front of Day care centre and Preschool area. The gym and training times are not just limited to evenings and weekend and will have an impact on the safety and caution in an area where small children are when arriving or being picked up.
- The Squash courts have young players and members that have no fencing or structures to stop immediate access to the roadway. The netball courts already have fencing along the side of them at this stage to stop balls and people running our straight onto the road.
- Currently you have a preschool and daycare children with no footpath access to it and have the kids walking from the school bus drop zone and continuing down roadways to attend preschool. By implementing this upgrade there has been no regard to the safety (in the form of providing zebra crossing or pathway/ speed zone) of the little kids that make the trip daily to get to preschool, but there is a need for the nedball users to access changerooms possibly 2 times a week. If it is so important that the netballers that are most likely at a more mature age can't cross the road safely to get to change rooms why hasn't there been provided a way to access the preschool prior to now for safety reasons or at least address it in this upgrade.

Solution that would be beneficial:

- Zebra stripping from netball courts across to change rooms with speed signs for reduced speed limit being 10kmh.
- An extra zebra crossing from walkway on far side of gym or a pathway they could use to safely get to preschool and day care as well would be beneficial.
- Leave the current Roadway in place to minimise the traffic flow in front of squash courts and preschool area.

Thanks for your time and consideration

Regards Andrew O'Connor

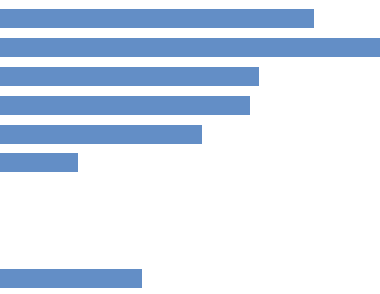
SCHEDULE OF INVESTMENTS - 31 AUGUST 2023**External investments**

In accordance with Regulation 212 of the *Local Government (General) Regulation 2005*, details of Murrumbidgee Council's external investments are set out below.

Institution	Balance (\$)	Yield (p.a.)	Maturity	Term (months)	No.
Suncorp - METWAY	1,039,273.00	5.11%	26/02/2024	6	20
Bendigo	1,222,198.36	4.00%	16/09/2023	6	21
Bendigo	1,016,860.27	4.40%	1/09/2023	6	22
Bendigo	505,041.10	5.15%	20/11/2023	5	23
IMB Ltd	1,027,274.89	5.15%	17/11/2023	5	24
Westpac	1,236,408.33	4.53%	25/09/2023	3	25
St George	522,616.92	3.88%	3/09/2023	3	27
Bendigo	847,601.23	5.00%	4/12/2023	4	28
IMB Ltd	773,572.06	4.65%	3/10/2023	4	29
Westpac	600,000.00	4.41%	21/09/2023	5	30
St George	1,022,057.90	4.05%	18/12/2023	9	31
Westpac	800,000.00	4.99%	23/10/2023	4	32
Bendigo	1,539,359.11	5.05%	27/10/2023	4	33
Suncorp - METWAY	1,603,232.06	4.95%	6/09/2023	3	34
Bendigo	1,030,847.13	5.15%	27/11/2023	4	35
Bendigo	1,000,000.00	5.35%	27/01/2024	6	36
Bendigo	3,000,000.00	4.55%	16/10/2023	5	37
IMB Ltd	1,000,000.00	4.75%	29/11/2023	6	38
Bendigo	1,514,794.52	4.70%	30/10/2023	5	40
NAB	500,000.00	5.10%	16/02/2024	6	42
Westpac	505,343.56	5.13%	20/11/2023	5	41
Westpac	1,038,909.05	5.00%	21/11/2023	4	43
Bendigo	1,000,000.00	5.25%	21/12/2023	5	44
Bendigo	2,065,415.53	4.95%	20/12/2023	4	45
Bendigo	2,800,000.00	5.50%	28/06/2024	12	46
NAB	3,000,000.00	5.40%	25/01/2024	7	47
	<u>32,210,805</u>				

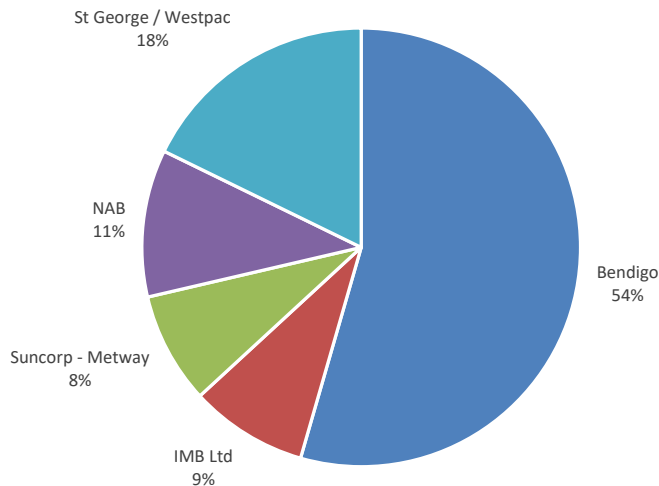
Maturity

All investments comply with the maximum duration set out for each rating category in the *Investment Policy*.

Month	\$ Funds Maturing	
September 2023	\$ 6,201,316	
October 2023	\$ 7,627,726	
November 2023	\$ 5,107,416	
December 2023	\$ 4,935,075	
January 2024	\$ 4,000,000	
February 2024	\$ 1,539,273	
March 2024	\$ -	
April 2024	\$ -	
May 2024	\$ -	
June 2024	\$ 2,800,000	
	<u>\$ 32,210,805</u>	

Counterparties to Investments

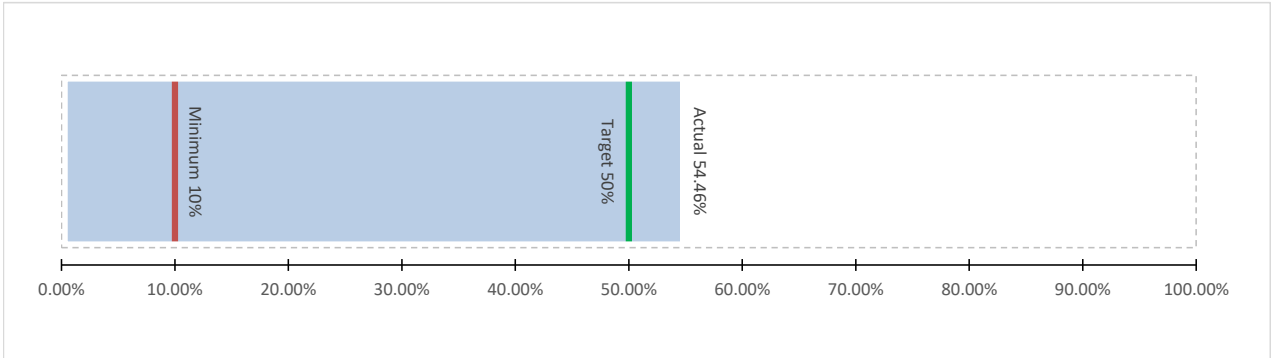
Institution	Balance	S&P / Moody's / Fitch	Highest	Limit	% Invested	Compliant
Bendigo	17,542,117	BBB+ / A3 / A-	A	N/A	54.46%	N/A
IMB Ltd	2,800,847	- / Baa1 / BBB+	BBB	10%	8.70%	●
Suncorp - Metway	2,642,505	A+ / A1 / A	A	14%	8.20%	●
NAB	3,500,000	AA- / Aa3 / A+	A	14%	10.87%	●
St George / Westpac	5,725,336	AA- / Aa3 / A+	AA	30%	17.77%	●
	<u>32,210,805</u>				<u>100%</u>	



Investment with Bendigo Bank 54.46% ●

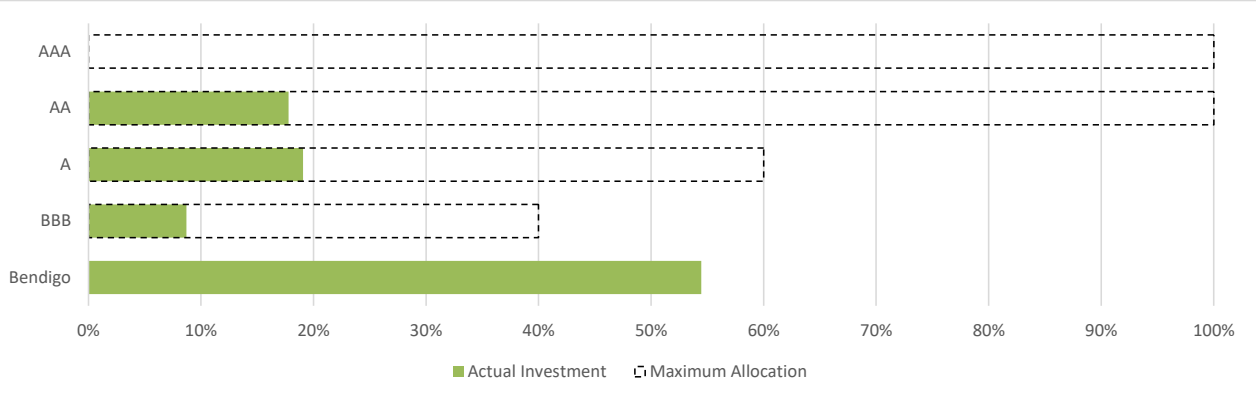
In recognition of the significant community role, support and activities undertaken within the Council area, Council aims to hold 50% of its investment portfolio with the Coleambally Community Bank.

If, when considering a new investment, an equivalently-rated or better-rated institution is offering an interest rate 0.40% p.a. (or more) higher than Coleambally Community Bank with a comparable term to maturity, Council may invest in that institution in preference to Coleambally Community Bank, irrespective of the target set out above. However, Council will hold a minimum of 10% of its portfolio with the Coleambally Community Bank at all times.



Overall Credit Quality Limits

Credit Rating	Maximum	Balance	% Invested	Compliant
AAA	100%	\$ -	0.00%	●
AA	100%	\$ 5,725,336	17.77%	●
A	60%	\$ 6,142,505	19.07%	●
BBB	40%	\$ 2,800,847	8.70%	●
Bendigo	N/A	\$ 17,542,117	54.46%	N/A
Total		\$ 32,210,805	100%	



Monthly investment movements

Redemptions

Institution - No.	Balance (\$)	Comments
Bendigo Inv 45	1,000,000	Withdraw partial investment for cash flow purposes
	1,000,000	

New Investments

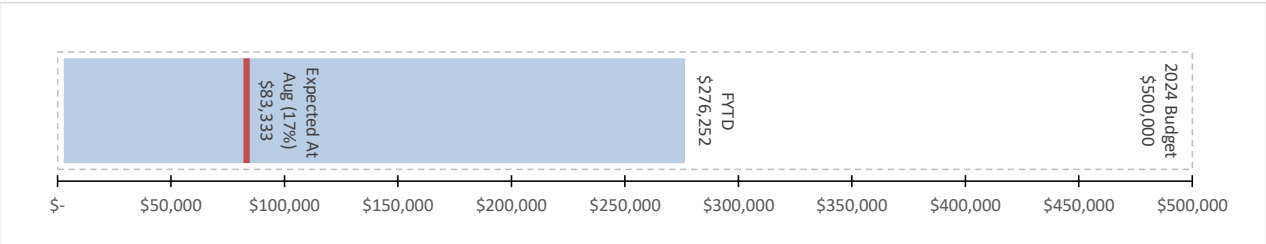
Institution - No.	Balance (\$)	Yield (p.a.)	Term (months)	Comments
	0			

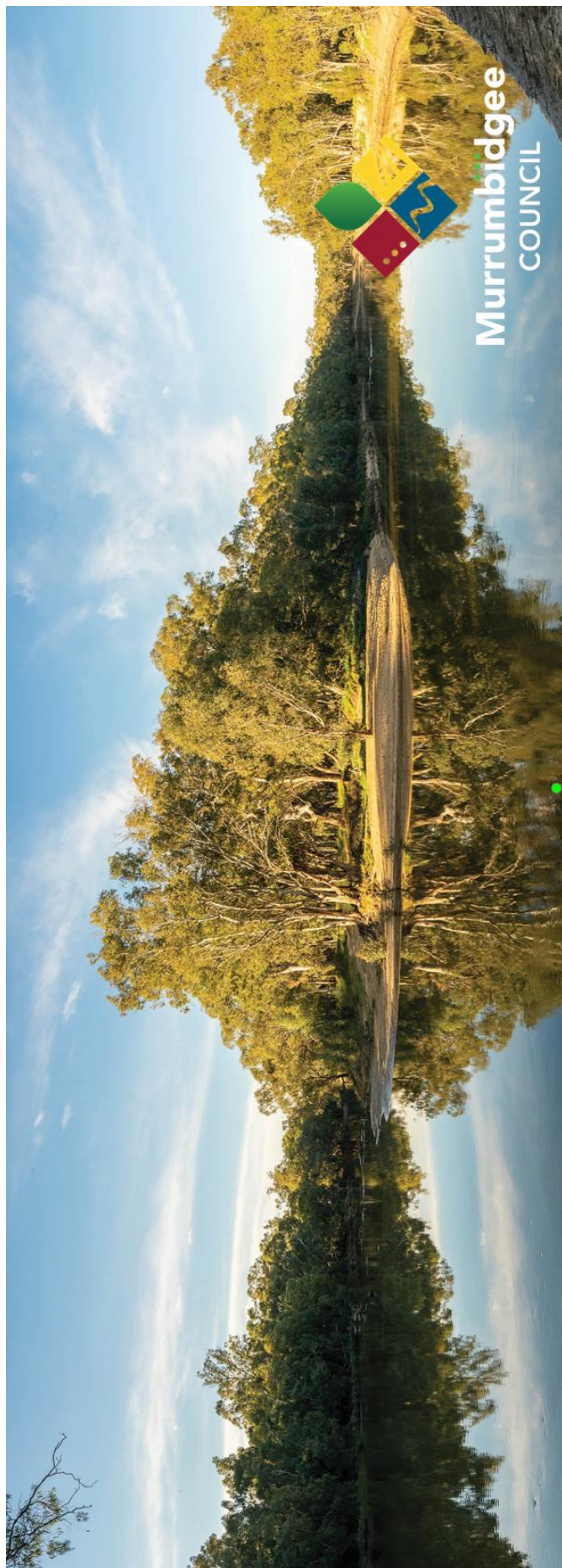
Rollovers

Institution - No.	Balance (\$)	Yield (p.a.)	Term (months)	Comments
Bendigo Inv 28	847,601	5%	4	
NAB Inv 42	500,000	5.10%	4	
Bendigo Inv 45	2,065,416	4.95%	4	
Suncorp - METWAY	1,039,273	5.11%	6	
	4,452,290			

Investment performance

	Aug-23	FYTD
Total investment income, including accrued interest	\$136,889	\$276,252
Money-weighted rate of return (% p.a.)	4.99%	4.87%
Bloomberg AusBond Bank Bill Index	4.38%	4.44%
Overperformance/(underperformance)	0.60%	0.43%





Murrumbidgee Council Delivery Program Review

Half Yearly Report to 30 June 2023

Strategic Activities: 1: Our Identity - people and place

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

1.1: We work together to support all members of the community

1.1.1: Work together to achieve enhanced community and public transport accessibility

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.1.1 Proactively liaise with community transport provider/s and public transport providers to ensure community needs are being met	Initiate 3 meetings with community transport providers annually to better monitor community transport needs and issues	Planning, Community & Development	Progressing	70%	Discussions held with Valmar Support Services regarding community transport. Transfer of ownership of Community Bus completed. Member of Berrigan and Jerilderie Community Network.	Two meetings held with Valmar Support Services representative and attended one meeting with Berrigan and Jerilderie Community Network.

1.1.2: Support a housing mix that gives choice and meets the needs of the community

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.2.1 Plan for future housing needs in the Murrumbidgee towns and encourage a range of residential developments	Complete the Murrumbidgee Local Environmental Plan and the new Murrumbidgee Local Environmental Plan.	Planning, Community & Development	Progressing	80%	The adopted Land Use Plan introduced the potential to have a mix of housing choices in the new combined LEP. These measures include either no minimal lot sizes or flexible MLS. During the report period the Young Street residential subdivision in Darlington Point commenced and a biodiversity review of the proposed residential development area in Kingfisher Avenue Coleambally was undertaken as a first step in the planning of this development.	The adoption of the new combined Murrumbidgee Local Environmental Plan will result in increased areas suitable for residential development as well as increasing options and flexibility. It is expected that the Draft Murrumbidgee LEP will be presented to Council in late 2023 before being submitted to the NSW Department of Planning for approval to begin public consultation.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

1.1.1.2.2	Implement Council-managed housing subdivisions	Complete the Young Street residential development in Darlington Point.	Infrastructure	Progressing	50%	During the reporting period the Young Street residential subdivision commenced and has the goal to be completed by the end of 2023. Furthermore Council has appointed an accredited biodiversity assessor to investigate a greenfields site in Kingfisher Avenue in Coleambally to create up to 40 new residential lots. The assessor has undertaken an on-ground survey of the site and is currently completing her report. It is proposed that the report will assist Council in designing the subdivision to minimise biodiversity offsets. Council adopted the Murrumbidgee Land Use Plan at the October 2022 Council meeting. This Plan will underpin the new Murrumbidgee Local Environmental Plan that will be considered by Council at the September Council meeting. The new LEP identifies new residential areas in Darlington Point, Coleambally and Jerilderie where new residential development may be permitted.
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MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

1.1.3: Advocate for cheaper utility costs, particularly electricity costs

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.3.1	Negotiate with new sustainable energy providers (solar farms or wind farm developments) for supply of cheaper electricity for the Murrumbidgee Council community.	Management	Completed	100%	Ongoing. Council has discussed this issue with all new renewable energy developers. No formal discussions have yet been held with energy suppliers or relevant government departments.	Whilst Council has yet to be successful in seeking a supply of cheaper electricity, Council amended the Section 7.12 Developer Contributions Plan in February which permitted Council to apply a developer contribution of 1% of the development cost of solar and wind farms as well as battery storage systems. To date this Council has not yet actually received payment but has been in discussions with a number of developers for the creation of Voluntary Planning Agreements.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM



1.1.4: Advocate and work for greater access to health and medical services

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.4.1 Liaise with health service providers to secure enhanced services for the community	Annually liaise with health service providers	Planning, Community & Development	Progressing	80%	Involvement with Berrigan Jerilderie Community Network and Murrumbidgee Local Health District to ensure appropriate health services are available.	
1.1.4.2 Lobby for increased mental health services in Murrumbidgee Local Government Area	Continue to lobby for increased mental health services	Planning, Community & Development	Progressing	60%	Promotion of available mental health services through Murrumbidgee Local Health District ongoing. Any events promoting mental health services have been advertised on Council's facebook page.	

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.4.3	Initiate or attend relevant interagency committees on mental health initiatives and programs	Attend relevant meetings as required	Planning, Community & Development	Progressing	80%	Involved with Berrigan Jerilderie Community Network and promoting MyStep Western who provide a range of services aimed at supporting people wanting to improve their emotional and mental wellbeing.
1.1.4.4	Lobby for grant funding to construct a Doctors surgery in Jerilderie. Seek possible funding sources (grant funding, developer contributions) for the construction of a new Doctors surgery in Jerilderie.	Seek possible funding sources (grant funding, developer contributions) for the construction of a new Doctors surgery in Jerilderie.	Planning, Community & Development	Progressing	50%	No funding sources identified to date and Council's Developer Contribution Plan has been amended in order to apply the requirement to pay a developer contribution on solar and wind farms.
1.1.4.5	Support the retention of local Doctors in each town.	Assist local Doctors to retain accreditation. Identify issues to provide options to Council for assistance when required.	Management	Completed	100%	Procedures in place and agreements in place
						Council is currently in discussions with a developer in relation to a voluntary planning agreement that aims to provide resources to establish community infrastructure.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.4.6	Maintain existing medical centres in all three towns within the Local Government Area.	Infrastructure	Completed	100%	Medical Centres in all three towns have been maintained to an acceptable level.	Regular maintenance carried out during the year.

1.1.5: Embrace and empower all groups within the community, particularly: First nations people, Youth, Seniors, People with mixed abilities, Socially and economically disadvantaged members of the community, People from multicultural and linguistically diverse backgrounds

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.5.1	Support programs that celebrate and strengthen multiculturalism in the community	Planning, Community & Development	Progressing	80%	Meetings arranged with a number of groups.	Contact made with Waddi Housing, Petaurus Education, seniors groups and preschool groups. Events advertised and supported.
1.1.5.2	Conduct Australian Citizenship ceremonies in accordance with guidelines set by the Department of Immigration.	Management	Completed	100%	Citizenship Ceremony held in Darlington Point 12 October 2022 - 3 conferees and 6 June 2023 - 1 conferee.	

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.1.5.3	Provide Education Scholarships	Advertise and award:- CSU Scholarship; Monash Education Scholarship; Student Scholarships	Planning, Community & Development	Completed	100%	Education Scholarships advertised early February 2023, CSU Scholarship (1) and Monash Education Scholarship (1) awarded. Student scholarships awarded to seven recipients.
1.1.5.4	Provide Grants as part of Grant Program	Advertise and award:- Community Grants Advertise and recommend and distribute grants on behalf of Coleambally Solar Farm Fund as per Memorandum of Understanding	Planning, Community & Development	Completed	100%	Community Grants of \$20,000 awarded to ten recipients and Coleambally Solar Farm Grants of \$20,000 recommended and awarded to six recipients.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

1.2: We celebrate, embrace and preserve our cultural identities, our heritage and diversity

1.2.1: Provide opportunities for our community to showcase their heritage and diversity

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.2.1.1 Work with key stakeholders to promote and celebrate Murrumbidgee's heritage and diversity	Partner with key stakeholders to promote targeted events and promotions	Planning, Community & Development	Progressing	60%	Successful application with NSW Heritage to deliver a local heritage program for 2023-2025. Member of Ned Kelly Touring Route to promote the Ned Kelly Raid Trail of 1879. Successful application for TASC signs for Ned Kelly Rail Trail of 1879.	Successful application with NSW Heritage to deliver a local heritage program for 2023-2025. Member of Ned Kelly Touring Route to promote the Ned Kelly Raid Trail of 1879. Working with Monash Committee towards erection of Sir John Monash/ Ned Kelly sculpture and information boards.
1.2.2.1 Partner with key stakeholders to collect and collate Murrumbidgee's unique stories	Create/identify/incorporate Murrumbidgee's significant indigenous sites and history into councils' tourism and Heritage documents and planning	Planning, Community & Development	Progressing	15%	Applied for funding through Heritage NSW for a Local Government Grant for Murrumbidgee Council.	Successfully applied for funding through Heritage NSW for a Local Government Heritage Grant for Murrumbidgee Council to be implemented in 2023-2025.

1.2.2: Implement and encourage projects that achieve social cohesion, and celebrate diversity and inclusiveness

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.2.2.2	Maintain museums within the Local Government Area Maintenance program carried out in conjunction with Section 355 committee. Grant opportunities explored in line with Plans of Management.	Planning, Community & Development	Completed	100%	Maintenance carried out on Jerilderie Museum "The Willows". Maintenance on Darlington Point Museum carried out in conjunction with Heritage Darlington Point.	

1.2.3: Work with each town to retain and celebrate their unique identities, while working towards a shared vision for our area

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.2.3.1 Enhance each towns identity and character through appropriate community driven development control plans	Develop and adopt a Murrumbidgee Council Development Control Plan.	Planning, Community & Development	Completed	100%	During the reporting period Council introduced the Young Street Development Control Plan to provide development guidelines for the new Young Street residential development. Staff also met with Habitat Planning who are preparing a new combined Murrumbidgee Council Development Control Plan, which is scheduled to be presented to Council for review in late 2023.	Work on the new Murrumbidgee Council Development Control Plan, is progressing and remains on track to be presented to Council for review in late 2023. The new Young Street DCP was adopted by Council to specifically address residential development within the new Young Street residential development.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

1.3: We create opportunities for a more connected and cohesive community

1.3.1: Promote and support sporting, social, recreational and cultural opportunities and activities to increase participation and inclusion

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.1.1	Promote community events using the various Council communication channels	General Manager	Completed	100%	Opportunities continually promoted on Council's digital and non-digital channels.	
1.3.1.2	Encourage participation in service / community groups	Planning, Community & Development	Completed	100%	Contact details for service and community groups have been updated in 2022.	Contact details for service and community groups have been updated in 2022. Contacts for each town can be found on the Council website.
1.3.1.3	Promote and celebrate national events	Planning, Community & Development	Completed	100%	International Women's Day Event held in March in Darlington Point. Free skate workshops held in three towns as part of Youth Week in April 2023.	Women in Business Murrumbidgee networking event held on 7 March in Darlington Point. Free skate workshops held in three towns as part of Youth Week - Darlington Point 16 April, Coleambally 21 April and Jerilderie 23 April 2023.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM



Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.1.4	Plan activities for Murrumbidgee's aging population	Planning, Community & Development	Completed	100%	Event held in May 2023.	Seniors Week event held in Jerilderie with 65 participants. Bus available from Darlington Point and Coleambally.

1.3.2: Work with the community to provide a diverse mix of community entertainment and wellbeing activities

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.2.1	Support planned cultural and wellbeing activities and events in the Murrumbidgee Local Government Area	Planning, Community & Development	Completed	100%	Cultural and well-being activities supported and advertised through Council's Facebook page.	
1.3.2.2	Provide library services within the Murrumbidgee Local Government Area	Planning, Community & Development	Completed	100%	Jerilderie library staffed and building maintained. Membership of Western Riverina Libraries continued. Bookmobile service provided in Coleambally and Darlington Point in partnership with Western Riverina Libraries	

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.2.3	Maintain all Public Halls throughout the Murrumbidgee Local Government Area	Planning, Community & Development	Completed	100%	All public halls maintained to an acceptable level and routine maintenance carried out. Major refurbishment carried out to Shire Hall in Darlington Point and Community Hall in Coleambally.	

1.3.3: Empower our community to embrace technology and innovation

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.3.1	Engage with relevant stakeholders and identify applicable technology and innovation considered suitable for Murrumbidgee Council Community	Management	Completed	100%	During the reporting period grant funding was obtained from the EPA to fund the introduction of a weekly kerbside Food Organics and Greenwaste Organics collection service.	During the 2022-2023 period Council was successful in obtaining grants for the introduction of a weekly kerbside FOGO collection service as well as electric vehicle charging stations in Coleambally (installed) and Darlington Point.

1.3.4: Advocate for improved telecommunications and utilities

	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.4.1	Engage with relevant stakeholders and Government to lobby for new communication networks	Continue to lobby stakeholders for improved communications connectivity and infrastructure funding - with annual review and reporting	Management	Progressing	90%	Telstra servicing Bundure area Councils Tower. FSG has been awarded digital and mobile grants to service approx. 80% of Murrumbidgee LGA due for completion before December, 2023	

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

1.3.5: Encourage and expand volunteering opportunities

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.5.1 Promote recognition of volunteers and diversity in the community	Promote volunteer organisations and the benefits of volunteering on Council's social media platforms Insert 2 articles on volunteering in the community newsletter	General Manager	Completed	100%	Any information received on volunteering and volunteer organisations has been promoted on Council's facebook page.	Article on Heritage Darlington Point volunteer workshop featured in Winter 2022 Community Newsletter. Article on Jerilderie Apex volunteers in Spring 2022 Community Newsletter. Article on Australia Day Awards in Autumn 2023 Community Newsletter honouring community achievers.

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1.3.6: Enhance education opportunities in the area

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.6.1	Work with education and training organisations to support skills-focused groups and training opportunities in the Murrumbidgee Local Government Area	Planning, Community & Development	Progressing	80%	Annual business operators survey conducted to identify skills shortages in area. Promoting Total College, TAFE Griffith and Deniliquin courses, as well as EnterprisePlus and related business courses.	Annual business operators survey conducted to identify skills shortages in area. Monthly meetings with local businesses to further identify skill shortages. Promoting Total College, TAFE Griffith and Deniliquin courses, as well as EnterprisePlus and related business courses.

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	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.3.6.2	Ensure that each town has appropriate child care services such as a Preschool, Long Day Care, After School Care and or a Family Day Care Provider	Construct a Preschool and Long Day Care facility at Darlington Point. Assist the provision of a Family Day Care Provider in Coleambally.	Planning, Community & Development	Progressing	45%	Jerilderie Early Learning Centre completed and operating. Discussions and meetings held with both Coleambally and Darlington Point committee members to further progress Long Day Care facilities. After School Care available in Darlington Point.	Coleambally Preschool have use of Youth and Sports Centre for Long Day Care services in the interim. Site for new Preschool and Long Day Care facilities in Coleambally has been allocated.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

1.4: We encourage healthy, active and safe communities

1.4.1: Plan for and provide excellent parks, gardens and neighbourhoods

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.1.1 Provide and Maintain Councils current parks and gardens assets	Maintenance of parks and gardens assets Develop and implement a parks and gardens maintenance and budget schedule - 12 months	Infrastructure	Progressing	90%	Councils parks and gardens maintained to acceptable standard. Development being undertaken to implement parks and gardens maintenance program.	Regular maintenance carried out throughout the year. Maintenance program being developed.

1.4.2: Encourage an active lifestyle with outstanding recreational facilities and spaces

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.2.1 Promote and support use of councils recreation facilities and spaces	Report of number of events held	Planning, Community & Development	Completed	100%	Summer Break Pool Parties held in Coleambally, Jerilderie and Darlington Point. Skate Workshops held during Youth Week. All events promoted on Council's facebook page.	Pool parties held in Coleambally 29/12/22, Jerilderie 30/12/22 and Darlington Point 26/1/23. Skate workshops held in Darlington Point 16/4/2023, Coleambally 21/4/2023 and Jerilderie 23/4/2023.

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	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.2.2	Provide and maintain sporting and recreational facilities	Maintain all sporting and recreational facilities to an acceptable level and undertake routine maintenance in a timely manner.	Infrastructure	Completed	100%	Sporting and recreational facilities maintained to an acceptable level.	Regular maintenance conducted throughout the year.
1.4.2.3	Seek presence of appropriate emergency services at key public events	Notify appropriate emergency services prior to key public events	Management	Completed	100%	LEMC are being conducted on a quarterly basis	

1.4.3: Work together to enhance community safety

	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.3.1	Meet with Local Police to raise community awareness about public and traffic safety and other issue's impacting Murrumbidgee's populations	Attend regular LAN meetings	Management	Completed	100%	Council has quarterly meetings with NSW Police to raise issues.	

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.3.2	Lobby to maintain timely responses to incidents and provision of emergency services	Maintain dialogue with Police and other service providers on community safety issues and report to council on activities/initiatives	Management	Completed	100%	Local Traffic Committee Meetings are conducted quarterly. Attendees from TfNSW and police are presented with reports with requirements for safety on roads including lines and signage.
1.4.3.3	Seek presence of appropriate emergency services at key public events	Notify appropriate emergency services prior to key public events	Planning, Community & Development	Completed	100%	Police advised of public events as part of Event Management process.

1.4.4: Work together to enhance a safe road network

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.4.1	Develop an approved Road Safety Action Plan aligned with Council's Community Strategic Plan	Complete an approved Road Safety Action Plan	Infrastructure	Completed	100%	Completed in conjunction with TfNSW

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.4.2	Implement the initiatives identified in the Road Safety Action Plan	Infrastructure	Progressing	70%	The action plan is part of 'Towards Zero' campaign with TfNSW.	

1.4.5: Build community understanding to meet public health standards

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.5.1	Maintain a food safety and food handler education program in accordance with the NSW food Authority	Planning, Community & Development	Not Due To Start	0%	There has not been a request from public bodies to undertake a food handling education program this financial year.	
1.4.5.2	Undertake required public health related education programs	Planning, Community & Development	Progressing	20%		Article on protection from mosquito borne viruses included in Autumn 2023 Community Newsletter.

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	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.5.3	Maintain a building and structures assessment and inspection service.	Ensure the construction of buildings and structures and ancillary work complies with the National Construction Codes.	Planning, Community & Development	Completed	100%	Ongoing. All buildings are assessed and approved in accordance with the National Construction Codes. During this period a total of 10 Construction certificates were approved.	During the 2022-2023 reporting period a total of 24 Construction Certificates requiring assessment under the Building Code of Australia were issued by council staff.

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	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.5.4	Determine and notify street and rural addressing numbers as required	Identify and provide street and rural addressing number information to property owners and the Geographic Names Board in a timely manner.	Planning, Community & Development	Completed	100%	Ongoing. Residential and rural addressing are provided to owners of new dwellings upon issue of development consent. Street numbering also provided to developers of new service station in Jerilderie. During the reporting period there were no new dwellings approved that required a street number as they were constructed on lots that already had a street or rural address number.	During the 2022-2023 reporting period there were no new dwellings approved that required a street number as they were constructed on lots that already had a street or rural address number.

1.4.6: Partner with providers of emergency services to ensure appropriate response levels to community emergencies

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.6.1 Implement a specific community and stakeholder engagement plan for emergency situation	Review current engagement strategy	Management	Completed	100%	LEMC and emergency services Quarterly reports	
1.4.6.2 Maintain ongoing support for the Local Emergency Management Centre	Attend and Report on Local Emergency Management Meetings	Management	Completed	100%	LEMC are normally conducted on a quarterly basis	Two Murrumbidgee Council Local Emergency Management Committee meetings held during 2022/23.

1.4.7: Work with the community to ensure responsible animal management and compliance with relevant legislation

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.7.1	Maintain an appropriate ranger service to respond to companion animal issues.	Management	Completed	100%	Ongoing. During this period there was 1 dog attack reported. The current companion animal management system of trained staff in Darlington Point, Coleambally and Jerilderie reporting and liaising to and with the Director of Planning, Community & Planning is working well.	During the 2022-2023 reporting period Council maintained a companion animal service to each of the three towns. Council also introduced a Keeping of Animals Policy which introduces maximum numbers of companion animals as well as other domestic animals and birds that can be kept within the town areas. During the reporting period there were 3 dog attacks reported to Council, a total number of 39 dogs and 11 cats were impounded and the total number of dogs rehomed was 25 and released was 14 back their owners.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.7.2	Maintain relationships with a minimum of 2 approved companion animal rehoming organisations in order to rehome as many companion animals as possible.	Planning, Community & Development	Completed	100%	During this period a total of 21 companion animals were rehomed to approved animal rehoming organisations.	Council maintains arrangements with 2 approved rehoming organisations in accordance with the NSW Companion Animals Act to ensure that as many as possible companion animals are rehomed and during the 2022-2024 reporting year a total of 25 dogs were rehomed by the Rehoming Organisations.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
1.4.7.3	Regularly record and report on the number of companion animals accommodated at the Pound as per Companion Animal Act Requirements	Planning, Community & Development	Completed	100%	Ongoing. During the reporting period 22 dogs and cats 3 were impounded. Council also introduced a Keeping of Animals Policy which introduces maximum numbers of companion animals as well as other domestic animals and birds that can be kept within the town areas.	During the 2022-2023 reporting period Council maintained a companion animal service to each of the three towns. Council also introduced a Keeping of Animals Policy which introduces maximum numbers of companion animals as well as other domestic animals and birds that can be kept within the town areas.
1.4.7.4	Undertake community education and awareness programs on the responsibility of companion animal ownership	Planning, Community & Development	Completed	100%	Ongoing. Information on companion animal ownership was included in 1 Community Newsletter.	Information on companion animal ownership was included in 1 Community Newsletter.

Strategic Activities: 2: Our Natural Environment - sustainable living

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

2.1: We protect our natural environment for future generations

2.1.1: Work together to protect, manage and promote the health of our natural environment, including our landscapes, waterways and biodiversity

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.1.1.1 Ensure areas of high biodiversity values are mapped and protected under the Murrumbidgee Local Environmental Plan	Complete the Draft Murrumbidgee Land Use Strategy and Murrumbidgee Local Environmental Plan	Planning, Community & Development	Progressing	80%	A meeting was held with Council's planning consultants in May 2023 following Council's adoption of the Land Use Plan, to finalise the draft of the new combined LEP & DCP. Areas of biodiversity will be included in the mapping section of the LEP for added protection.	The new LEP will include maps of all known areas of high value Biodiversity as well as requirements for the assessment of development within these areas, that are designed to add extra layers of protection.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.1.1.2	Develop and maintain partnerships with local land managers	Maintain membership of Landcare.	Planning, Community & Development	Completed	100%	Ongoing. Discussions have been held with Rural Fire Service, Department of Environment, Local Land Services, Natural Resource Access Regulator and Coleambally Irrigation concerning a range of environmental, flooding, biodiversity and weeds matters. During the 2022-2023 reporting period discussions were held with NSW Rural Fire Service in relation to bush fire prone land in Murrumbidgee Council and the new LEP, the National Resources Access Regulator in relation to flooding and Coleambally Irrigation in relation to drainage issues with new residential subdivisions in Coleambally.

2.1.2: Promote awareness of environmental issue's and climate challenges

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.1.2.1 Partner with relevant organisations to develop education programs assisting the community in reducing energy consumption and alternative energy practices	Undertake an annual community education program on possible energy reduction initiatives.	Planning, Community & Development	Not Due To Start	0%	During the reporting period no action was taken on this Action.	This Action has not been scheduled to commence and no appropriate grant funding opportunities had been identified during the 2022-2023 period.

2.1.3: Work together to manage pest plants and animals

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.1.3.1 Develop an annual Weed Action Plan in cooperation with NSW primary industries.	Deliver the annual weed action plan	Planning, Community & Development	Completed	100%	Riverina and Murray Weed Action Plans are completed for 2023-2024.	
2.1.3.2 Promote biosecurity and weed management reduction through Councils weed management program	Report on biosecurity and weed management activities	Planning, Community & Development	Completed	100%	Murray and Riverina WAP reporting has been completed and reported to DPI.	Priority Weeds Booklets have been printed and distributed for both Murray and Riverina with Murrumbidgee Council recognition.

2.2: We carefully manage our resources

2.2.1: Support sustainable energy initiatives and manage Council's energy consumption wisely

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.2.1.1 Complete and promote actions identified in the Murrumbidgee Council Energy Audit.	Adopt the Draft Murrumbidgee Council Energy Strategy Complete strategies identified in the Draft Murrumbidgee Council Energy Strategy as grant funding opportunities arise.	Management	Progressing	25%	There was not any further work completed on this action during the final quarter to the end of June 2023 as no suitable funding grant opportunities were identified, other than the successful receipt of a grant to install a electric vehicle charging station in Coleambally in July 2023.	Council has adopted an Energy Strategy at the Council meeting on 26 July 2022 but not yet commenced any actions or initiatives other than the planning of electric charging stations in Coleambally and Darlington Point. It is envisaged that grant opportunities will be monitored in the 2023-2024 period to progress actions moving forward.

2.2.2: Support waste minimisation by encouraging reusing, renewing and recycling, with sustainable waste disposal and management

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.2.2.1 Actively participate in New waste or other initiatives	Maintain active membership with the RAMJO Riverina Waste Group and report on sustainable initiatives.	Planning, Community & Development	Completed	100%	Council has agreed to introduce a new Food Organics & Greenwaste Organics (FOGO) and has applied for and received a grant to purchase new bins. Further Council has commenced a survey seeking information on bins sizes prior to ordering the new FOGO bins. The FOGO service will commence on the 3 July 2023 with a new recycling service in Jerilderie. Council has also ordered a new collection truck for the FOGO, recycling and residual waste.	On 3 July 2023 a new 3 bin waste collection service commenced in Jerilderie, Coleambally and Darlington Point, comprising a weekly Food Organics Garden Organics (FOGO) service, fortnightly recycling service and fortnightly general waste collection service. Jerilderie started a new FOGO service and recycling service whilst Coleambally and Darlington Point started a new FOGO service. Council organised local community and sporting groups to deliver bins, installing new red lids on existing general waste bins

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2.2.2.2	Maximise diversion of waste through Councils kerb collection programs	Investigate introduction of a recycling service at Jerilderie FOGO (Food and organic waste) collection service at Jerilderie, Coleambally and Darlington Point. FOGO (Food and organic waste) collection service at Jerilderie, Coleambally and Darlington Point.	Planning, Community & Development	Completed	100%	During the reporting period Council completed the roll out of a new Food Organic and Garden Organics service across Darlington Point, Coleambally and Jerilderie, following the receipt of an EPA funding grant. FOGO (and recycling bins to Jerilderie) were delivered by local service groups at all 3 towns in June and the new 3 bin service commenced on 3 July 2023. Council undertook a number of meetings with service groups and schools as part of the public information campaign as well as a number of letter drops to all residents. Council also entered into a long term contract with Wormtech at Carrathool to receive and compost Councils FOGO.	Councils new weekly FOGO service commenced on Monday 3 July. To date results have been very promising with an average of 5 tonnes a week and contamination rate of around 10%, which is considered to be very good.
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MURRUMBIDGEE COUNCIL DELIVERY PROGRAM



Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.2.2.3	Identify/Provide opportunities for the diversion of waste from landfill	Planning, Community & Development	Progressing	95%	During the reporting period Council successfully introduced a new Food Organic and Garden waste Organic weekly kerbside collection service in Darlington Point, Coleambally and Jerilderie as well as a new fortnightly kerbside recycling service in Jerilderie. Each town now has a 3 bin kerbside collection system.	Council is committed to reducing the amount of waste going into landfill and the introduction of a new 3 kebside bin waste service reduces waste from being landfilled. Further it is proposed to introduce a rural recycling service by July 2024. Council staff have also completed an indepth review of all of Council's landfills with the objective of increasing the sustainability of the landfills.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM



Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.2.2.4 Investigate landfill management options across the Local Government Area	Investigate a centralised landfill for Murrumbidgee Council and the introduction of transfer stations.	Planning, Community & Development	Completed	100%	During the reporting period staff completed a review into all four current operating Council landfills.	This review will form the basis of a new strategic approach to the management of landfills in Murrumbidgee Council with the goal of introducing the most efficient and cost effective manner for Council to manage waste disposal. This strategy will be presented to Council in late 2023 in time for budget discussions for the 2024-2025 year.

2.2.3: Encourage the conservation of water resources and sustainable water reuse

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.2.3.1 Complete and adopt Murrumbidgee Council Integrated Water Cycle Management Strategy.	Murrumbidgee Council Integrated Water Cycle Management Strategy adopted	Infrastructure	Progressing	60%	ICWM Draft Funding Deed Variation SSWP233 Murrumbidgee Council has been signed and the next stages are for the options report to be completed by PWA. The Scoping Study has commenced, now in draft mode for review.	Draft IWCM is now 90% completed ready for review in August 2023

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

2.3: We achieve a balance between growth, development and environmental protection

2.3.1: Preserve local character and stimulate the conservation of important heritage assets							
	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.1.1	Create/maintain a heritage advisory service and provide a local heritage assistance fund to support the conservation of local heritage items	Provide funding to participate in an annual heritage advisory service in conjunction with Heritage NSW and report on heritage assistance provided.	Planning, Community & Development	Progressing	60%	Successful in obtaining \$25,000 grant through Local Government Heritage Grants to provide a heritage advisory service.	Heritage advisor contacted, staff working towards program for implementation.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

2.3.2: Facilitate sustainable land use planning and ensure developments are well planned, sustainable, have minimal environmental impacts and meet legislative requirements

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.2.1	Maintain a development assessment and approval service.	Planning, Community & Development	Completed	100%	Ongoing. During this period a total of 23 Development Applications were approved.	During the 2022-2023 reporting period a total of 55 Developments were approved by Council.

MURRUMBIDGEE COUNCIL DELIVERY PROGRAM



Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.2.2	Complete the introduction of a new Murrumbidgee Local Environmental Plan.	Planning, Community & Development	Progressing	80%	Ongoing. During the 2nd quarter Council adopted a new Land Use Plan to underpin the introduction of a new Local Environmental Plan and Development Control Plan. During the second reporting period (Jan-June 2023) Council adopted a stand alone DCP for the Young Street residential subdivision and staff met with Habitat Planning to progress the new LEP	Planning staff met with Habitat Planning (Councils planning consultants) in Albury on 26 May 2023 to finalise the last version of the new Local Environmental Plan and Development Control Plan. It is expected that the LEP will be presented to Council at either the August or September Council meeting.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.2.3 Review, utilise and update Council's Section 7.12 Developer Contribution Plan	Introduce revised Section 7.12 Developer Contribution Plan	Planning, Community & Development	Completed	100%	A revised Section 7.12 Plan was presented and adopted at the Council meeting of 28th February for determination, which amended the existing Plan by removing the exemption for solar and wind farms, battery storage systems and frost fans from paying a developer contribution, as well as adding a number of intergenerational community facilities such as a new Medical Centre in Jerilderie and new Pre-schools in Coleambally and Darlington Point.	The revised Section 7.12 changed the list of capital projects that Council was proposing through funding received by the s.712 plan and included new projects such as a new Medical Centre in Jerilderie and new Pre-schools in Coleambally and Darlington Point as well as removing previous exemptions for solar and wind farms and battery storage systems from payment of developer contributions.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.2.4	Review the Murrumbidgee Development Control Plan	Planning, Community & Development	Progressing	80%	Following the adoption of the Land Use Plan in the second quarter, Council staff initiated meetings with Council's planning consultant and commenced work on a combined development control plan for Murrumbidgee Council, by combining the exiting Jerilderie and Murrumbidgee DCPs.	The new Murrumbidgee Development Control Plan, which combines the existing Jerilderie, Murrumbidgee and Young Street development control plans will be presented to Council following the completion of the new LEP in the 2023-2024 reporting period.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.2.5	Provide a development application pre-lodgement service	Planning, Community & Development	Completed	100%	Ongoing. Council has planning staff located at each centre who are trained and capable of providing pre-lodgement planning advice. Further the Director Planning Community & Development is in one of the three centres at least one day a week.	During the 2022-2023 reporting period a total of 55 Developments were approved by Council.
2.3.2.6	Maintain Council controlled quarries and pits within the Local Government Area.	Infrastructure	Progressing	80%	Council controlled quarries and pits have been maintained to an acceptable level. Some restoration works carried out as quarries have been used. Program to be developed and costing of further restoration works.	

2.3.3: Encourage local development, while protecting public interest

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.3.1 Review the Murrumbidgee Town Development Plans for residential and industrial development in Coleambally (2019) and Jerilderie (TBC)	Completion of Murrumbidgee Land Use Plan and Murrumbidgee Local Environmental Plan.	Management	Progressing	80%	The Murrumbidgee Council Land Use Plan was adopted by Council in October 2022 and work on the new combined Murrumbidgee LEP progressed during the early part of 2023.	At the time of preparing this report work on the draft new Murrumbidgee Local Environmental Plan is reaching completion and is due to be presented to Council for consideration in late 2023, before being submitted to the NSW Department of Planning for approval to begin public consultation.

2.3.4: Promote best practice public and environmental health activities

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.4.1 Maintain a food safety and food handler program in accordance with the NSW food Authority	Undertake a bi-annual food inspection program & report on number of food shop inspections, and education programs	Planning, Community & Development	Completed	100%	Medium/High Risk food inspections for the year 2022-2023 financial year are complete.	35 inspections carried out during 2022-23.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
2.3.4.2	Undertake required public health related inspections, compliance activities programs	Planning, Community & Development	Progressing	50%	Ongoing Mosquito Surveillance Program Ongoing Drinking Water Monitoring Ongoing OSSM Inspections Ongoing Swimming Pool Inspections Ongoing UPSS Inspections No Skin Pen Business Registered with Council.	153 Drinking water monitoring tests carried out and 6 chemical tests. 8 Onsite sewerage management system inspections carried out. 1 Hairdresser inspection conducted.
2.3.4.3	Act on complaints received in relation to pollution and public health	Planning, Community & Development	Completed	100%	Complaints are continually ongoing and responded to in a timely manner.	

Strategic Activities: 3: Our Built Environment - liveable places

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

3.1: We achieve a balance between growth, development and environmental protection

3.1.1: Efficiently manage, maintain and enhance Council's assets

	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.1.1.1	Review Councils asset management framework, policy and plan	Complete an asset management plan (framework and policy)	Infrastructure	Progressing	20%	Asset Manager is currently assessing the road transport and sewer asset management plans due for completion December 2023	
3.1.1.2	Develop integrated registers for each asset class incorporating the asset management review	Consolidate all data for the following assets classes into a consolidated asset	Infrastructure	Progressing	80%	Started updating and developing registers for transport assets and water and sewer assets	Completed Transport register as well as completing Water and Sewer, Stormwater and Buildings

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.1.1.3	Incorporate the financial impacts from the asset management review into Council's LTFP to reflect current and future community needs and priorities	Identify critical assets in each of these asset classes and incorporate them into the registry - 30 June 2023 with annual review and reporting Continue to incorporate the financial impacts from the asset management review into Council's LTFP to reflect current and future community needs and priorities	Management	Progressing	50%	Asset Management Plans are being developed and Council Transport AMP is due Dec 2023.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.1.1.4	Develop a ten-year maintenance and renewal budget and program (separate to capital works) aligned to the LTFP	Management	Progressing	20%	Ongoing. Work programs under development.	

3.1.2: Efficiently manage Crown Land resources

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.1.2.1	Develop a management plan for Crown Lands under Council control aligned with the LTFP	Planning, Community & Development	Progressing	30%	During the 2nd reporting period four Crown Land management plans have been completed and were presented to Council for adoption.	Council staff are working on 13 Plans of Management for the Crown Lands that Council manages. Four of these PoMs were completed and adopted by Council during the 2022-2023 reporting period. The remaining 9 plans have been reviewed by staff and are with NSW Crown Lands to be reviewed before being presented to Council for final adoption.

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3.1.3: Improve street and building accessibility for those with mixed abilities

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.1.3.1	Review/Deliver a staged program of accessibility improvements to the road network and environments of Murrumbidgee Council	Infrastructure	Progressing	90%	Cycleway Access Strategies Plan (formerly Pedestrian Access and Mobility Plan) completed. Strategies to be implemented, commencing in the 2023/24 financial year.	Cycleway Access Strategies adopted at June 2023 Council meeting for Coleambally, Darlington Point and Jerilderie with strategies developed for better accessibility.

3.2: We cherish our open spaces where the community can be active

3.2.1: Activate spaces and places to complement activity around waterways, urban areas and green spaces for families, the community and visitors

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.2.1.1	Identify funding opportunities to improve existing open spaces	Infrastructure	Progressing	80%	Council successfully secured funding for Brolga Place, Coleambally through the Stronger Communities Fund Round 4. Luke Park Precinct Redevelopment in Jerilderie successful in obtaining \$2m funding through the Public Spaces Legacy Program. Funding received for fencing and toilet facilities in Adrian Douglas Park, Darlington Point.	Works carried out to improve facilities at all three of Council's sportsgrounds.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.2.1.2	Increase the number of walking tracks in all towns and their surrounds	Management	Progressing	50%	PAMPS and cycleway strategies completed. Strategies to be implemented, commencing in the 2023/24 financial year.	Cycleway Access Strategies adopted at June 2023 Council meeting for Coleambally, Darlington Point and Jerilderie.

3.2.2: Enhance sporting, recreation and leisure facilities and opportunities

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.2.2.1	Develop masterplans for sporting, showgrounds and recreational facilities and precincts in all towns	Management	Progressing	50%	Coleambally Sports precinct is completed Darlington Point and Jerilderie plans being developed and/or updated.	
3.2.2.2	Develop business cases (where appropriate) and funding options for new or multipurpose sports and recreation facilities	Management	Progressing	30%	User group meetings held to identify required works and funding opportunities.	

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3.3: Our road network (reserve) is well maintained, functional and continually improved

3.3.1: Work together to maintain and develop a highly functioning road network (reserve), including roads, footpaths, bridges cycleways, kerb and guttering, and drainage system

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.3.1.1	Review/Deliver a staged program of accessibility and maintenance improvement to Murrumbidgee's rural and town road network and road hierarchy	Infrastructure	Progressing	50%	Assessment of the roads infrastructure has been undertaken during the 21/22 financial year, with Asset Management Plans currently being developed, due by 31 December 2023	
3.3.1.2	Carry out routine and programmed maintenance for footpaths, cycle ways, kerb and gutter	Infrastructure	Progressing	60%	Routine maintenance on footpaths, cycleways and kerb and gutter carried out. Footpaths to be inspected each year based on their service level and hierarchy.	Council's newly appointed Project Coordinator has inspected the footpaths in each town for 2022-23 financial year. Maintenance work being undertaken.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.3.1.3	Continue to strengthen relationships with the RMS, Newell Highway Taskforce and relevant parties to address flood impact and access issue's through meeting attendance	Attend and report on taskforce meetings as required Create meetings with relevant stakeholders and Government representatives annually	Management	Progressing	50%	Meetings attended with TfNSW and Newell Highway Taskforce addressing a number of issues including flood impacts. Working with Transport for NSW regarding Disaster Recovery Funding following floods in 2022.
3.3.1.4	Review and implement an annual work program and budget for routine and programmed maintenance for local and regional roads and bridges	Develop an annual works program and budget for routine and programmed maintenance for local and regional roads and bridges and present to Council during annual budget process	Infrastructure	Progressing	60%	Budget adopted for 2022/23 and maintenance carried out on local and regional roads and bridges. Routine maintenance programs being developed for future works by Infrastructure staff.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.3.1.5	Deliver the agreed service levels identified in the annual budget for roads and bridges	Infrastructure	Progressing	90%	Maintenance of roads, footpaths, bridges, cycleways, kerb and guttering and drainage systems carried out across Murrumbidgee Council.	The NSW Local Government Grants Commission collects and collates annual data relating to councils' road expenditure for the National Local Road Data System by 30 November each year.
3.3.1.6	Deliver the annual RMS contract works to a standard that consistently meets the contract requirements	Infrastructure	Completed	100%	RMCC officer has progressed and delivered the RMAP for TfNSW for the 22/23 financial year.	

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3.4: We operate our local utilities according to best practice standards

3.4.1: Manage Council's utility assets in line with best practice standards and priorities

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.4.1.1	Review Council's water treatment works operational plan and budget	Operate the Council Water Treatment plants in accordance with current NSW Public Health Guidelines Undertake required routine bacteriological and chemical water sampling	Infrastructure	Progressing	80%	All required water sampling undertaken. Council water treatment plants operated in accordance with NSW Public Health guidelines.
3.4.1.2	Maintain water supply to Murrumbidgee's towns.	Completion of the Integrated Water Cycle Management Strategy	Infrastructure	Progressing	50%	153 Drinking water monitoring tests carried out and 6 chemical tests. 2 non-compliant samples were re-tested.
					Water supplies maintained in all towns. Regular programmed maintenance on bore sites.	Awaiting finalised Integrated Water Cycle Management Strategy.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.4.1.3	Maintain water supply for Murrumbidgee's parks and gardens and review ongoing system monitoring and routine maintenance and repairs to ensure water is available	Infrastructure	Completed	100%	Parks and gardens maintained to acceptable standard. Routine maintenance carried out.	Council maintains 25ha of parks and gardens across the Local Government Area. Maintenance schedules for ongoing parks and gardens maintenance being developed by Infrastructure staff.
3.4.1.4	Complete the annual capital works program on water assets	Infrastructure	Progressing	60%	Capital works carried out on Coly Bore 1 with replacement of electric pump.	Draft review in place. Integrated Water Cycle Management Strategy results will identify priorities.
3.4.1.5	Operate all Sewerage Treatment Plants to ensure compliance with EPA requirements	Infrastructure	Completed	100%	Sewerage treatment plants operated in line with best practice standards.	EPA report completed annually. Quarterly testing at both Jerilderie and Darlington Point. Non-compliances addressed with EPA.
3.4.1.6	Maintain systems to efficiently operate Murrumbidgee's town sewers	Infrastructure	Progressing	90%	Sewer mains, manholes and pump stations monitored and maintained. Issues resolved as they arise.	

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	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
3.4.1.7	Complete annual capital works program on sewer assets	Annual Sewer Asset works program to be submitted to Council, during budget preparations	Infrastructure	Progressing	70%	During 2022/23 submersible pumps for pump stations were replaced in Darlington Point and Jerilderie. Draft programs in place and ready for review. Pump replacement ongoing.	Asset Team is currently reviewing the assets for Sewer to identify priorities for the capital works program.
3.4.1.8	Complete the annual capital works program on stormwater assets in line with agreed priorities	Annual Storm Water Capital works program to be submitted to Council, during budget preparations	Infrastructure	Progressing	50%		Draft Review of the Asset Management Plan for stormwater is in progress due June 2024 to prioritise stormwater asset capital works.
3.4.1.9	Upgrade stormwater facilities and system in line with agreed priorities.	Report on stormwater capital works in line with approved budget	Infrastructure	Progressing	20%	Staff in the process of drafting an Asset Management Plan on stormwater assets.	Draft Review of the Asset Management Plan for stormwater is in progress due June 2024 to prioritise stormwater asset capital works.

Strategic Activities: 4: Our Economy - creating our own opportunities

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

4.1: Living, working and investing in area is very enticing

4.1.1: Provide an environment to grow and strengthen local businesses and attract new businesses

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.1.1	Lobby government for improved freight corridors	Management	Completed	100%	Advocacy work as part of the Newell Hwy Task Force Written letters to Ministers In electron priorities to Government both state and federal Part of a task force reviewing transport across Murray Riverina RAMJO freight strategy	
4.1.1.2	Support opportunities for freight and distribution and warehousing to Eastern seaboard airports or centres	Planning, Community & Development	Progressing	10%	Meetings to commence start 2023	Successful funding application for SHIP business case. Site visit and meeting at Wagga Wagga Special Activation Precinct.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.1.3	Develop and deliver capacity and skill building workshops for local businesses	Number of workshops, number of participants and participant feedback	Planning, Community & Development	Progressing	50%	Topics for training identified through the 2022 Murrumbidgee Business Operator Survey. Delivered business topics as part of Women in Murrumbidgee Business Networking event in March and Business Support Breakfast in Coleambally in June. Promoted EnterPrise Plus, TAFE NSW, Rural Financial Counselling Service, and Destination Riverina Murray training events for businesses. Topics for training identified through the 2022 Murrumbidgee Business Operator Survey. Delivered business topics as part of Women in Murrumbidgee Business Networking event in March and Business Support Breakfast in Coleambally in June. Promoted EnterPrise Plus, TAFE NSW, Rural Financial Counselling Service, and Destination Riverina Murray training events for businesses.

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4.1.2: Promote our area as a great place to do business and invest

	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.2.1	Champion a "transport hub" at the intersection of the Sturt Highway and the Kidman Way	Continue to investigate meetings with relevant agencies to progress development of a transport hub	Planning, Community & Development	Progressing	70%	Progressed via LEP and LUP and once adopted by Council progress can move forward quicker	
4.1.2.2	Maintain membership of regional government and non-government organisations	Work with surrounding councils and RAMJO Report to council on the number of meetings	Management	Progressing	20%		RAMJO Meetings attended and reported to Council.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.2.3	Encourage strong partnerships between businesses, education and government agencies	Meet with businesses, education, government agencies and other stakeholders which are focused on contributing to regional growth - with annual review and reporting	Planning, Community & Development	Progressing	60%	Ongoing meetings with NSW Government - Department of Regional NSW and Invest NSW, Regional Development Australia - Riverina, AusIndustry, TAFE NSW, Tocal College (Department of Primary Industry), Service NSW (Business Concierge), Rural Financial Counselling Service, EnterPrise Plus, Coleambally Chamber of Commerce, Darlington Point Business Connect (until March 2023), Jerilderie United Chamber of Commerce, Destination Riverina Murray, and local businesses to discuss and support business growth for towns and region. Monthly reporting to Councillor workshop.

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4.1.3: Advocate and identify opportunities for increased workforce participation

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.3.1 Engage with stakeholders to identify labour shortages and improve workforce participation	Work with and Report on the number of meetings held with groups	Planning, Community & Development	Progressing	40%	Labour shortages identified through the 2022 Murrumbidgee Business Operator Survey. Letter of Support provided to RDA Riverina and RDA Murray to expand DAMA to our LGA.	Labour shortages identified through the 2022 Murrumbidgee Business Operator Survey. 57% of respondents found it difficult or very difficult to find suitable staff. Letter of Support provided to RDA Riverina and RDA Murray to expand DAMA to our LGA. Ongoing monthly meetings with businesses across the LGA has identified staff shortages is an ongoing issue for businesses.

4.1.4: Address and advocate for measures to overcome barriers to business and industry expansion (eg land availability)

	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.4.1	Work with stakeholders to identify supply chain opportunities and weaknesses that Council can lobby for.	Implement annual business survey Report to council on number of meeting with stakeholders and feedback from participants	Planning, Community & Development	Progressing	15%	2022 Murrumbidgee Business Operator Survey completed in September 2022,	2022 Murrumbidgee Business Operator Survey completed in September 2022 and monthly face-to-face meetings with businesses to identify supply chain issues. Monthly reporting to Councillor workshops.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.4.2 Plan for future housing and business needs in the Murrumbidgee towns	Complete the Murrumbidgee Lands Use Plan and Adopt new Murrumbidgee LEP	Planning, Community & Development	Progressing	80%	Following the adoption of the Land Use Strategy in the 2nd quarter, which identified areas for possible expansion of residential and industrial zones, staff met with Council's planning consultants to commence work on the preparation of the new combined LEP and DCP. It is proposed to present to council draft versions of these documents in order that they can be exhibited and finalised towards to end of 2023.	The final version of the new combined Murrumbidgee Local Environmental Plan will be presented to the Council in late 2023 for consideration before being provided to the NSW Department of Planning for approval to begin the public consultation process.

4.1.5: Develop and implement economic plans and strategies geared towards sustainable economic growth

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.5.1	Implement the goals of Council's Economic Development Strategy	Planning, Community & Development	Progressing	65%	Biannual business survey conducted in August 2022, launch of 'Explore Murrumbidgee' (business and tourism guide), commencement of 'New Resident Guide', support for new business development	The Murrumbidgee Council Economic Development Strategy 2019 has 67 actions - 27 have been completed, 22 are ongoing, 6 have commenced to date.
4.1.5.2	Council representatives to actively participate in Murrumbidgee's Business Committees and Chambers	Planning, Community & Development	Completed	100%	Ongoing liaison with Coleambally Chamber of Commerce. Staff attended meetings with Darlington Point Business Chamber and Jerilderie United Chamber of Commerce throughout the year.	Ongoing liaison with Coleambally Chamber of Commerce. Staff attended meetings with Darlington Point Business Chamber and Jerilderie United Chamber of Commerce throughout the first half of the year. Darlington Point Business Connect ceased operation in March 2023.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.1.5.3	Utilise Council's Master Plans to undertake improvements and developments recognised by Council to improve and activate Murrumbidgee Council.	Infrastructure	Progressing	20%	Ongoing.	Plans of Management for a number of the Council controlled Crown Lands have been presented to Council during 2022/23.
4.1.5.4	Create local economic development enhancement by establishing a buy local register and local preferred supplier arrangement.	Planning, Community & Development	Progressing	50%	Existing "Buy local" program with Coleambally Chamber of Commerce and Darlington Point Business Connect (until March 2023). Staff researched "Why Leave Home Program", however no interest from Coleambally Chambers to merge into one program with other towns.	Existing "Buy local" program with Coleambally Chamber of Commerce and Darlington Point Business Connect (until March 2023). Staff researched "Why Leave Home Program", however no interest from Coleambally Chambers to merge into one program with other towns.

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4.2: Our area is a vibrant social, recreational and cultural hub and a great place to visit

4.2.1: Develop and promote our area as an attractive visitor destination

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.2.1.1	Develop and Support opportunities to create 'destination experiences'	Identify destination experience opportunities and strengths	Planning, Community & Development	Progressing	50%	Support for Altina Wildlife Park expansions. Identifying funds for Darlington Point Riverside Caravan Park redevelopment.
						Completed 360 degree tours for Ned Kelly Raid Trail of 1879 in Jerilderie. Support for Altina Wildlife Park expansions, Waddi Cultural and Heritage Centre (Darlington Point) and new HiCamps experience in Jerilderie. Submitted funding applications for Darlington Point Riverside Caravan Park.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.2.1.2	Participate in regional tourism initiatives	Maintain membership of regional tourism organisations Report to Council on the number of meetings attended and promotion of the Murrumbidgee Council Area	Planning, Community & Development	Completed	100%	Member of Kidman Way Promotion Committee, Newell Highway Promotional Committee, Ned Kelly Touring Route, Visit Riverina and Murrumbidgee Trails. Kidman Way promoted the Victorian Caravan and Camping Show in Melbourne in February 2023 with over 45,000 people.
4.2.1.3	Measure event success, analysis and report results	Report to Council following local events having Council involvement.	Planning, Community & Development	Progressing	50%	Monthly reporting to Councillor workshop on events (both community and Council) held across the LGA.

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4.2.2: Support and encourage events and activities for locals and visitors

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.2.2.1	Identify and attract new events to the Murrumbidgee Council area Identify appropriate grant funding to support and encourage events Report to council on the number of new events	Planning, Community & Development	Completed	100%	Through Reconnecting Regional NSW events - The Pig Day Out in Darlington Point, Paint and Sip in Coleambally and Spring into October in Jerilderie.	Reconnecting Regional Events delivered new events across the three towns (The Pig Day Out in Darlington Point, Paint and Sip in Coleambally, Waste 2 Art Exhibition opening in Coleambally, and Jerilderie Fun Fair), Warangesda Festival in February 2023, Music in the Regions in Jerilderie, and Office for Youth - Spring, Summer, Autumn and Winter programs delivered a range of new activities for young people across the three towns.

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4.2.3: Encourage opportunities for further recreation activities on or around rivers and waterways

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.2.3.1 Develop and deliver first class aquatic recreation experiences	Deliver aquatic recreation actions as part of Council's Economic Development Strategy	Planning, Community & Development	Progressing	30%		Darlington Point Boat Ramp completed. Awaiting crown land grants for Darlington Point Town Beach development.
4.2.3.2 Ensure adequate signage and representation of Councils aquatic locations and facilities	Undertake Audit of signage and identify inadequacies	Planning, Community & Development	Progressing	20%	In the process of checking signage at all locations to identify any gaps or inadequacies.	
4.2.3.3 Increase the number of walking tracks in all towns and their surrounds	Continue to work in partnership to identify other walking tracks for grants and development opportunities	Management	Progressing	50%	PAMP study carried out for all townships - Jerilderie, Coleambally and Darlington Point and strategies developed.	Cycleway Access Strategies adopted at June 2023 Council meeting for Coleambally, Darlington Point and Jerilderie.

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4.3: We have a resilient, vibrant agricultural sector

4.3.1: Work together to address impediments and identify initiatives to ensure the sustainability of the agricultural sector

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
4.3.1.1	Monitor agricultural trends in the Murrumbidgee Council Area	Report on the number of meeting with Agricultural Industry representatives and report as required on findings Advocate for and support the agricultural industry as required	Planning, Community & Development	Progressing	20%	Meeting with Department of Primary Industries, support for flood affected primary producers through Flood Recovery Hubs in Darlington Point and Jerilderie, post flood events in 2022, meetings with Tocal College (Yanco) and TAFE NSW in relation to training for agricultural businesses.

Strategic Activities: 5: Leading by example

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

5.1: We have strong partnerships with our community, government and other stakeholders and are seen as a trusted and reliable organisation

5.1.1: Build strong, effective, and productive alliances and partnerships with all stakeholders

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.1.1.1 Ensure elected members are adequately resourced to enable effective representation	Complete Council Budget Briefing - with annual review and reporting	Management	Completed	100%	Equipment supplied, Policies and Procedures in place.	

5.1.2: Focus on an excellent customer experience, that provides value for money, quality services, is convenient and simple.

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.1.2.1 Review Council's Customer Service Charter to ensure delivery standards are high	Report to council via the bi-annual operational plan on the number of complaints Aim for 50% reduction in annual customer complaints	Planning, Community & Development	Completed	100%	Customer Service Charter reviewed and adopted.	Charter adopted 22/11/2023.

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	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.1.2.2	Work to improve the digital capabilities of Council to enhance the digital customer experience	Investigate options to increase Council's digital capability and report this to council	General Manager	Progressing	30%	Investigations continuing into new website provider and customer service functions required on the upgraded website. Other digital customer opportunities are the role of the Chief Financial Officer.	This project will continue in 2023-24.

5.1.3: Maintain sound legislative decision-making that is ethical, accountable and transparent

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.1.3.1	Continuously improve governance in decision making Implement regular monthly financial reporting across Council departments, Manex and Council reports (where applicable) - with annual review and reporting	Management	Completed	100%	All Policies legislated to be reviewed have been reviewed. Instigation of a twice monthly workshop Delegations register updated to new organisational structure. Organisational Structure adopted to meet Council outcomes.	

5.1.4: Provide best practice financial, corporate and operational management and reporting that meets legislative requirements

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.1.4.1	Ensure Councils policies and processes meet the current Legislation, Statutory and regulatory requirements Maintain integrated policy register and schedule and present prioritised policies for Council's review and endorsement	Management	Completed	100%	All policies reviewed.	

5.1.5: Provide best practice procurement activities, as well as risk and project management

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.1.5.1 Develop a project management framework to apply to Council Projects	Ensure all council projects comply with the adopted Project Management Framework	Management	Progressing	30%	Project Management Framework being developed to apply to all Council projects.	
5.1.5.2 Comply with Councils adopted enterprise risk management policy, framework and risk register	Report annually to council	General Manager	Progressing	50%	Reports provided to Management.	
5.1.5.3 Complete Council's Business Continuity Plan	Adopt the current Business Continuity Plan	Management	Progressing	5%	Council have reviewed the existing Business Continuity Policy and Council staff have undertaken professional development to develop capacity in this area. An IT BCP Subplan has been prepared and actively maintained by Council's IT MSP.	

5.1.6: Pursue innovative methods to source income as a local government body

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.1.6.1	Identify and promote grant opportunities supporting councils strategic and operational priorities	Planning, Community & Development	Progressing	80%	Grant Writer employed. Reports prepared for Council on progress of grant applications. Grant reporting requirements met.	31 grants applies for to the value of \$15,940,747. 15 grants were successful to the value of \$5,664,699 (including \$4,441,706 pre-allocated through \$1,000,000 NSW Local Government Recovery Grant, \$2,895,871 Regional and Local Roads Repair Program, \$870,605 for Stronger Communities Fund and \$545,835 for Fixing Local Roads - Pothole Repair). 3 grants still to be determined.

5.2: We build a collaborative culture by effective and meaningful engagement with the community

5.2.1: Provide genuine, simple and accurate information that is accessible and inclusive

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.2.1.1	Maintain Councils Community Engagement Plan	Management	Completed	100%	Community Engagement Plan endorsed by Council in May 2022.	Finalised and in use.
5.2.1.2	Promote transparency and accountability and ensure the public can access Council information	Management	Completed	100%	Council meetings open to the public. Website contains relevant information. GIPA procedures in place. Community Forums have been used for public to express any issues or concerns to Council.	Three (3) GIPA applications received and information provided during 2022-23.
5.2.1.3	Deliver Council's Integrated Planning & reporting (IP&R) requirements, including the Delivery Program, Operational Plan & Annual Report	Management	Progressing	90%	Ongoing. Final reporting period finished 30 June 2023.	With the CSP reporting period for the 2023-2023 Operational Plan ending on 30 June 2023, a report is to be submitted to Council at the September Council meeting.

5.2.2: Empower the community to become engaged in and understand Council projects and initiatives

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.2.2.1 Incorporate feedback from Councils community participation and engagement forums into the LTFP, Annual Budget, IP&R deliverables	Prepare and complete a Community Strategic Plan following each Council election	Planning, Community & Development	Completed	100%	Murrumbidgee Council Community Strategic Plan 2022-2032 prepared following Council election and adopted at Council Meeting on 24 May 2022.	
5.2.2.2 Support Councils financial statements audit process and the external auditor	Provide support in a timely manner	Management	Completed	100%	2022 financial statements were audited and submitted on time.	
5.2.2.3 Provide clear, accessible and relevant information to the community to support, inform and engage the community on Council's activities and directions	100% of major projects and initiatives are communicated to targeted audiences Community Satisfaction Surveys Feedback derived from social media commentary	Management	Completed	100%	Community is provided master plans to comment on before capital projects commence. Stakeholder meetings are held. Polices are placed on public display.	

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.2.2.4	Provide opportunities for the community to participate in planning decisions (guided by the Community Participation Plan)	Management	Completed	100%	Process of engaging public in all capital projects has been implemented. As such we receive comments on all Master Plans. Engaging directly with stakeholders and with wider community.	

5.3: We are a strong and sustainable organisation that is seen as an employer of choice

5.3.1: Develop and grow a skilled, motivated and engaged workforce

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.3.1.1	Define Council's talent by undertaking capability skills audit and training needs analysis (TNA) bi-annually to identify current strengths and develop areas across the business	General Manager	Progressing	50%	Performance appraisals done annually which include training needs. Salary systems aligned to licences required for the positions.	

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.3.1.2	Promote generation and gender diversity by investigating awareness and training options for Council's consideration	General Manager	Progressing	50%	Traineeships currently advertised across a wide area of Council activities. Equal Opportunity Employment policy being developed.	
5.3.1.3	Measure and monitor staff. Actively manage workforce productivity with annual review and reporting and by introducing ratios into management reports - turnover, gender, number of annual staff appraisals completed	General Manager	Progressing	70%	Annual performance reviews completed. Recruitment report provided to Executive Team.	

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.3.1.4	Undertake Workforce Management Planning with annual review and reporting	General Manager	Completed	100%	Workforce Management Planning completed.	
5.3.1.5	Undertake succession planning and talent identification in the workplace	General Manager	Not Due To Start	0%	Succession planning and talent identification to commence shortly.	
5.3.1.6	Undertake Employee Engagement Survey	General Manager	Progressing	20%	Employee Engagement Survey to be completed by 30 June, 2024.	

5.3.2: Maintain a positive safety and risk culture supported by quality assurance, audit and training programs

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.3.2.1 Implement full WHS management system including reporting and monitoring	Report to monthly management meeting	General Manager	Progressing	65%	Reporting quarterly to the Executive team on all WHS management. Report all WHS issues to relevant managers as they occur. Monitoring responses and actions using action lists, WHS Committee Meetings. Ongoing.	
5.3.2.2 Implement risk management and risk registers across Council	Maintain operational risk management registers in compliance with WHS Act 2011	General Manager	Progressing	80%	To comply with WHS Act 2011 there are the following actions in place: To provide a safe work environment by completing Risk Assessments, Take 5 booklets, Hazard Reports, Near Miss Reports, Incident Injury Reports, Site Inspections. Registers developed for: Take 5's, Incident/Injuries, Asbestos and Emergency Equipment. Ongoing.	

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.3.2.3	Conduct annual WHS Audits	General Manager	Progressing	70%	Have completed 2022 Statecover Audit - 3 Priority Actions. 2023 Audit due 11/8/2023.	
5.3.2.4	Implement safe workplace requirements	General Manager	Progressing	60%	Complete Risk Assessments for all tasks. Develop SWMS & SOPS for jobs. Conduct Toolbox Talks before beginning work. Training	

5.3.3: Engender a respectful culture that celebrates achievements, accountability, transparency and exceptional work standards

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.3.3.1	Implement staff recognition policy	General Manager	Completed	100%	Staff Recognition Policy implemented and awards held.	

5.3.4: Leverage new technology to monitor and innovate our people and service development

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.3.4.1	Monitor and report on internal and external HR trends	General Manager	Progressing	50%	Review of current performance appraisal system ongoing and 6 monthly recruitment reports to Executive team	
5.3.4.2	Implement online learning management and training system	General Manager	Progressing	65%	Training calendar to be completed	

5.4: We empower our community through our civic leadership role
5.4.1: Promote opportunities for leadership development for the community

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.4.1.1	Support key stakeholders and community organisations to promote leadership development	General Manager	Completed	100%		Continually promoted as opportunities were available.

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Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.4.1.2	Revisit Councils engagement strategy to ensure it reflects and meets the spread and location of Councils LGA populations	Management	Completed	100%	Plan in place	

5.4.2: Promote funding, services and initiatives to strengthen communities

Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.4.2.1	Promote grant funding and educational /development opportunities	Management	Completed	100%	Every year we publish our scholarships.	Seven (7) \$1,000 scholarships, one (1) \$2,000 Monash Education Bursary and one (1) \$4,000 Charles Sturt University scholarship were awarded in 2022-23.
5.4.2.2	Increase opportunities to create own source income for Murrumbidgee Council.	Management	Progressing	90%	Workshops with Councillors on ways to create own source revenue in the past and continuing. Budget 2023/24 has allocated funds to undertake feasibility studies.	

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	Action	Progress measure	Responsible Team	Status	Progress	Comments	Annual Comment
5.4.2.3	Position Murrumbidgee Council as a local leader in the consideration and adoption of smart technology and innovation to better deliver a range of services to our Community in a more efficient way.	Monitor the availability and utilisation of smart technology and innovations to better provide services to the Murrumbidgee Communities.	Management	Progressing	50%	First step taken to engage FSG to deliver internet and mobile across 80% of LGA.	