



# ANNUAL REPORT 2018-19

## ATTACHMENT C: OPERATIONAL PERFORMANCE



Murrumbidgee  
COUNCIL



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# OPERATIONAL PERFORMANCE

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

These themes and Council's performance in achieving specified actions relating to them are addressed on the following pages.



# GOAL I: OUR COMMUNITY - WHO WE ARE

## Our vision

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

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

Strategic activity and action/s	Comments
<b>1.1 Building and supporting a diverse community</b>	
1.1.1 Improve and increase community and public transport access and availability options throughout the Council area including services outside our Local Government Area - liaison with transport providers and needs analysis.	Ongoing
1.1.2 Engage and encourage the disadvantaged members of Murrumbidgee communities by supporting the work of regional government agencies and NGOs - Develop affordable housing strategy and identify suitable land.	Ongoing
1.1.3 Foster and provide community opportunity through the performing and visual arts - work with stakeholders to map out suitable programs.	MAKE group formed. Ongoing
1.1.4 Build a culture of respect for diversity and differences - support programs that celebrate multiculturalism, conduct Australian citizenship ceremonies.	Three citizenship ceremonies held.
<b>1.2 Protecting and Embracing Cultural Identity and Heritage</b>	
1.2.1 Provide opportunities for our community to showcase their heritage and diversity - engage with stakeholders to promote events.	Completed
1.2.2 Value-add to our historic places and spaces - create heritage asset register.	Ongoing
1.2.3 Protect and celebrate unique historic stories from across the Council area - incorporate indigenous sites and history into Council's tourism and heritage documents.	Ongoing
<b>1.3 Creating Community Opportunities and equitable access to Council and community services and programs</b>	

# GOAL I: OUR COMMUNITY WHO WE ARE

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



# GOAL I: OUR COMMUNITY WHO WE ARE

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

# GOAL I: OUR COMMUNITY WHO WE ARE

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



# GOAL 2: OUR ENVIRONMENT - WHERE WE LIVE

## Our vision:

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

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

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



# GOAL 2: OUR ENVIRONMENT - WHERE WE LIVE

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

# GOAL 2: OUR ENVIRONMENT - WHERE WE LIVE

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



# GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

## *Our vision:*

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

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

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



# GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

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

# GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

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

# GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

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





# GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

## *Our vision:*

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

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

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

# GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

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

# GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

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



# GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

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



# GOAL 5: OUR LEADERSHIP - LOOKING TO OUR FUTURE

## *Our vision:*

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

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

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

# GOAL 5: OUR LEADERSHIP - LOOKING TO OUR FUTURE

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



# GOAL 5: OUR LEADERSHIP - LOOKING TO OUR FUTURE

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