



**Edward River**  
COUNCIL

Combined Delivery Program 2018-2021 and  
Operational Plan 2019-2020

**Progress Report**  
***30 September 2019***

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## About this Report

All councils in NSW are required to undertake their planning and reporting activities in accordance with the Integrated Planning and Reporting (IP&R) framework set out in the *Local Government Act 1993* (the Act) and Local Government (General) Regulation 2005. The IP&R framework allows councils to draw their various plans together to understand how they interact and to get maximum leverage from their efforts by planning holistically for the future.

Edward River Council (Council) adopted its current suite of IP&R documents in 2018. The Community Strategic Plan, *Edward River 2030*, sits above this suite of interrelated plans and identifies the aspirations of the Edward River community.

The Delivery Program is informed by *Edward River 2030* and identifies the principal activities that Council will undertake over the 2017-2020 term of the Council to deliver on our community's aspirations. All of Council's plans, projects, activities and funding allocations must be directly linked to our Delivery Program. Supporting the Delivery Program is Council's annual Operational Plan, which details the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.






Under section 404 of the *Local Government Act 1993*, Council must prepare progress reports with respect to the principal activities detailed in the Delivery Program at least once every six months. Edward River Council report progress every quarter and this report covers the period from 1 July 2019 to 30 September 2019 inclusive.



### Measuring our Progress

Council's Community Strategic Plan, *Edward River 2030*, identifies five key strategic outcomes, each of which is supported by three targets. Council's combined Delivery Program 2018-21 and Operational Plan 2019-2020 detail the activities and actions that will be undertaken to meet these targets.

In 2019-2020, Council committed to delivering 125 actions focused on achieving our community's vision across these five key strategic outcome areas. Those actions are detailed in our combined Delivery Program and Operational Plan. In this report, our progress in achieving those actions is illustrated by the following coloured symbols.

Symbol	Descriptor
	Complete
	On Plan
	Not Commenced
	Behind
	Urgent Action Needed / Stopped






## Responsibility Matrix

Each of the 125 actions contained in our combined Delivery Program is assigned to a Councillor Officer, who is primarily responsible for achieving the action and who provides a regular progress report using the coloured symbols. The legend used throughout this report is set out below:

Office of the General Manager		
GM	General Manager	Adam McSwain
MCED	Manager Community and Economic Development	Michelle Cobb
MES	Manager Environmental Services	Julie Rogers
Corporate Services		
DCS	Director Corporate Services	Trish Kirkland
MFIN	Manager Finance	Amanda Barber
MIM	Manager Information Management	Mark Siena
MPCS	Manager People and Customer Service	Helen Flisher
Infrastructure		
DIN	Director Infrastructure	Oliver McNulty
MEA	Manager Engineering and Assets	Mark Dalzell
MOP	Manager Operations	Warwick Newell

Our Performance



Of the 125 actions, a combined total of 62 per cent are complete or on track to being complete. A further 20.8 per cent were not yet commenced during the reporting period and are not scheduled to commence until subsequent reporting periods of the 2019-2020 year. A combined total of 6.4 per cent are behind plan or require urgent action and are being closely managed. 1 action has been stopped and will not be progressed.

Edward River 2030 Strategic Outcome		Year-to-Date Progress									
		 Complete		 On Track		 Not Commenced		 Behind		 Urgent Action Needed or Stopped	
		#	%	#	%	#	%	#	%	#	%
1	A great place to live	2	7.4%	18	66.6%	7	26%	0	0%	0	0%
2	A prosperous and vibrant economy	0	0%	16	89%	0	0%	2	11%	0	0%
3	A valued and enhanced natural environment	1	4.8%	12	57.1%	5	23.8%	3	14.3%	0	0%
4	A region with quality and sustainable infrastructure	2	14.3%	8	57.1%	3	21.4%	1	7.2%	0	0%
5	A community working together to achieve its potential	2	4.5%	29	64.5%	11	24.5%	2	4.5%	1	2%
<b>Total</b>		<b>7</b>	<b>5.6%</b>	<b>83</b>	<b>66.4%</b>	<b>26</b>	<b>20.8%</b>	<b>8</b>	<b>6.4%</b>	<b>1</b>	<b>0.8%</b>










A detailed progress report for each of the 125 actions is set out in the tables below.

Outcome 1 – A great place to live

1.1 Our community has access to essential services					
Delivery Program 2018-21	Operational Plan 2019-20	Responsible Officer	Measure/ Target	Status	Evidence
1.1.1 Communicate and engage with stakeholders to understand community needs and undertake advocacy on important issues.	1.1.1.1 Advocate for funding to support incremental improvement opportunities at the Deniliquin Airport (AVS 1).	GM	Advocacy/ Undertaken		78659
	1.1.1.2 Advocate for funding to develop a Regional Agriculture Strategy (AVS 2).	GM	Advocacy/ Undertaken		78659
	1.1.1.3 Advocate for funding to facilitate the development of a Retirement Living development in Deniliquin (AVS 3).	GM	Advocacy/ Undertaken		78659
	1.1.1.4 Advocate for investment to redevelop or rebuild the Deniliquin Hospital (AVS 4).	GM	Advocacy/ Undertaken		78659
	1.1.1.5 Advocate for improvements to the Deniliquin High School's science labs, industrial arts/ technology centre and hospitality room (AVS 5).	GM	Advocacy/ Undertaken		78659
	1.1.1.6 Advocate Council's position on the Murray Darling Basin Plan (AVS 6).	GM	Advocacy/ Undertaken		78659
	1.1.1.7 Advocate for investment to address mobile blackspots and improve mobile phone coverage in the Edward River region. (AVS 7).	GM	Advocacy/ Undertaken		78659

1.1 Our community has access to essential services					
Delivery Program 2018-21	Operational Plan 2019-20	Responsible Officer	Measure/ Target	Status	Evidence
1.1.2 Provide library services that support and enhance lifelong learning	1.1.2.1 Operate the Central Murray Regional Library and provide quality library services to the Edward River community.	MCED	Regional Service levels/ Met State Library NSW baseline benchmark/ Met		79492
	1.1.2.2 Facilitate meetings of the Central Murray Regional Library Committee.	MCED	Meetings/ =3		79492



1.2 Our community is safe, happy and healthy, both physically and mentally					
Delivery Program 2018-21	Operational Plan 2019-20	Responsible Officer	Measure/ Target	Status	Evidence
1.2.1 Develop and maintain Council's sporting facilities, pool, playgrounds and walking and cycling paths.	1.2.1.1 Contract the operations for the Deniliquin Swim Centre and Deniliquin Regional Sports and Entertainment Stadium.	MEA	Contracts/ Awarded		79216
1.2.2 Provide community halls and facilities.	1.2.1.2 Deliver the community halls and facilities maintenance program.	MOP	Program/ Delivered		79989
1.2.3 Deliver services to enhance community safety in the built and natural environment.	1.2.3.1 Deliver a Companion Animal desexing program.	MES	Program/ Completed		75795
	1.2.3.2 Promote responsible pet ownership through the delivery of four free microchipping weeks.	MES	Program/ Completed		78721
	1.2.3.3 Undertake food premises inspections to ensure compliance with NSW Food Act.	MES	Food premises inspected annually/ 100%		78584
	1.2.3.4 Undertake inspections of skin penetration operators.	MES	Operators inspected annually/ 100%		78585
	1.2.3.5 Undertake water sampling of Council's water supply.	MES	Water sampling schedule completed/ 100%		57788
	1.2.3.6 Participate in NSW Health arbovirus monitoring program.	MES	Program/ Completed		78589
	1.2.3.7 Undertake swimming pool barrier inspections.	MES	Swimming pool barrier inspections completed/ =35		55077





1.3 Our community and public space are accessible and inclusive and reflect our history, heritage and culture					
Delivery Program 2018-21 Activity	Operational Plan 2019-20	Responsible Officer	Measure/ Target	Status	Evidence
1.3.1 Develop the Edward River region as a vibrant and progressive community by supporting and partnering with community groups and assisting in developing cultural spaces.	1.3.1.1 Deliver the Deniliquin Town Hall Revitalisation Project.	MCED	Project milestones/ Met		79492
	1.3.1.2 Support Yarkuwa Indigenous Knowledge Centre in delivering NAIDOC Week celebrations.	MCED	NAIDOC Week celebrations/ Delivered		79492
	1.3.1.3 Submit grant application to enable 2020 NSW Seniors Festival celebrations.	MCED	Application/ Lodged		79492
	1.3.1.4 Submit grant application to enable 2020 Youth Week celebrations.	MCED	Application/ Lodged		79492
	1.3.1.5 Support Deniliquin Business Chamber 2020 Business Excellence Awards.	MCED	Business Excellence Awards/ Delivered		79492
	1.3.1.6 Host Council's annual International Women's Day Luncheon.	MCED	International Women's Day Luncheon/ Held		79492
1.3.2 Deliver and support events, activities and programs that promote engaged citizenship and foster civic pride.	1.3.2.1 Facilitate Australian Citizenship ceremonies.	GM	Citizenship Ceremonies/ Held		78659
	1.3.2.2 Support the delivery of 2020 Anzac Day commemoration services at Deniliquin and Wanganella.	GM	Commemoration services/ Held		78659
	1.3.2.3 Deliver 2020 Australia Day celebrations and coordinate the annual Edward River Council Australia Day Awards.	GM	Event/Held Awards/ Conferred		78659



<b>Commentary on:</b> <span style="color: yellow;">●</span> <b>Action - Behind</b>		
<b>Delivery Program 2018-21 Activity</b>	<b>Operational Plan 2019-20 Action</b>	<b>Explanatory text</b>







<b>Commentary on:</b> <span style="color: red;">●</span> <b>Action - Urgent Action Needed or Stopped</b>		
<b>Delivery Program 2018-21 Activity</b>	<b>Operational Plan 2019-20 Action</b>	<b>Explanatory text</b>






<b>Additional achievements:</b> <span style="color: green;">●</span> <b>Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2019-20</b>	
<b>Delivery Program 2018-21 Activity</b>	<b>Other achievements obtained</b>

Outcome 2 – A prosperous and vibrant economy


2.1 Our economy is strong and diverse					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
2.1.1 Support and grow local business and agriculture	2.1.1.1 Seek funding to develop a Regional Agriculture Strategy.	MCED	Funding/ Secured  Strategy/ Commenced		79492
	2.1.1.2 Facilitate the sale of the former Deniliquin Council Works Depot site as an economic development opportunity.	MCED	Site/ Sold		79492
2.1.2 Develop and promote investment opportunities within Edward River region.	2.1.2.1 Leverage Council's Major Project Pipeline to attract funding and development.	MCED	Initiatives/ =1		79492
	2.1.2.2 Host a Major Projects Summit to encourage local suppliers and industry participation in Council's capital works programs and funded projects (EDS 2.13).	MCED	Major Projects Summit/ Held		79492


2.1 Our economy is strong and diverse					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
2.1.3 Streamline processes and identify efficiencies to assist investors, developers, builders and event organisers.	2.1.3.1 Determine applications for development and local activities.	MES	Development applications determined within statutory timeframes/ =>80%  Complying development certificates determined within statutory timeframes / =>80%  Construction certificates determined within 30 days of registration/ =>80%  Local activity approvals determined within 14 days of registration/ =>80%		57070
	2.1.3.2 Provide Planning Certificates and sewer drainage diagrams on application.	MES	Planning Certificates issued within five days of receipt/ =>90%  Sewer drainage diagrams issued within five days of receipt/ =>90%		78723 78722


2.2 We develop our key assets to enhance agriculture, boost tourism and support existing business					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
2.2.1 Promote and develop Edward River region as a place to live, learn, work, play and visit.	2.2.1.1 Operate the Deniliquin Visitor Information Centre & Peppin Heritage Centre.	MCED	Service levels/Met Destination NSW accreditation/ Maintained		79492
	2.2.1.2 Facilitate regular meetings of the Access Committee (DIAP 1.1).	MCED	Meetings held/ =4		79492
	2.2.1.3 Provide a heritage advisory service to the community.	MES	Heritage advisory service referrals/ =>8		78590 DA14/19
	2.2.1.4 Provide funding for heritage projects through the Local Heritage Fund.	MES	Local Heritage Projects Funded/ => \$20 000		71045 70856
	2.2.1.5 Develop a three-year tourism strategy to support the marketing and promotion of the Edward River region to build the visitor economy and increase visitor nights (EDS 2.15).	MCED	Strategy/ Developed		79492
	2.2.1.6 Develop, update and produce visitor guide, promotional footage and information on the <i>Visit Deni</i> website and social media platforms (EDS 6.6).	MCED	Marketing collateral/ Developed		79492


2.2 We develop our key assets to enhance agriculture, boost tourism and support existing business					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
2.2.2 Invest in our rivers, creeks, billabongs and main streets to support existing business and attract tourism.	2.2.2.1 Deliver projects funded through the NSW Government's Stronger Communities Fund.	DIN	Funding milestones/ Met		79505
	2.2.2.2 Deliver projects funded through the NSW Government's Stronger Country Communities Fund.	DIN	Funding milestones/ Met		79505
	2.2.2.3 Deliver projects funded through the Australian Government's Drought Communities Programme.	MCED	Funding milestones/ Met		79492
	2.2.2.4 Deliver projects funded through the Australian Government's Murray Darling Basin Regional Economic Diversification Program.	DIN	Funding milestones/ Met		79505
	2.2.2.5 Implement Edward River Signage Strategy.	MCED	Strategy/ Developed Stage One/ Implemented		79492

**2.3 Our region provides strong education, employment and training opportunities**

Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
2.3.1 Work in partnership with business to identify skill and employment gaps that can attract new residents and support economic growth.	2.3.1.1 Host a series of themed forums to understand local business concerns, issues and opportunities (EDS 2.9).	MCED	Business Round Tables held/ =2		79492






Commentary on:  Action - Behind Plan		
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Explanatory text
2.1.2.2	Major Project Summit	Pushed out planning due to commence Oct/Nov19
2.2.2.5	Signage Strategy	Consultant is behind schedule

Commentary on:  Action - Urgent Action Needed or Stopped		
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Explanatory text


Additional achievements:  Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2019-20	
Delivery Program 2018-21 Activity	Other achievements obtained




Outcome 3 – A valued and enhanced natural environment

3.1 We are committed to resource recovery and waste management					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
3.1.1 Minimise waste to landfill and investigate options for recycling.	3.1.1.1 Develop a project plan for the delivery of kerbside recycling.	MEA	Project plan/ Developed		79253
	3.1.1.2 Develop a project plan for the delivery of food and organic waste collection.	MEA	Project plan/ Developed		79253
	3.1.1.3 Implement renewable energy projects for the Council Administration Centre, Central Murray Regional Library, Deniliquin Water Treatment Plant, Deniliquin Sewerage Treatment Plant, Peppin Heritage Centre and Works Depot buildings.	MEA	Renewable energy projects/ Completed		73382
3.1.2 Provide sustainable waste services and infrastructure.	3.1.2.1 Operate the Deniliquin Landfill Depot and Blighty, Booroorban, Conargo, Pretty Pine and Wanganella Waste Disposal Depots.	MOP	EPA Licence conditions/ Met		79296 79279 76220 76221 76222 76223 76224 76225
	3.1.2.2 Provide drumMUSTER collection services at the Deniliquin Landfill Depot.	MOP	drumMUSTER services/ Provided		



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	3.1.2.3 Provide Community Recycling Centre drop-off services at both the Deniliquin Landfill Depot and Blighty Waste Disposal Depot.	MOP	Community Recycling Centre services/ Provided		79511
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### 3.1 We are committed to resource recovery and waste management






Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
	3.1.2.4 Plan the expansion of the Deniliquin Waste Disposal Depot.	MEA	Construction plans/ Developed  EPA Approval/ Obtained  Development Application/ Submitted		79287


### 3.2 Our natural environment is protected and enhanced





Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
3.2.1 Sustainably manage Council owned and managed natural areas.	3.2.1.1 Maintain the Booroorban, Deniliquin and Wanganella public cemeteries.	MOP	Cemeteries Management Plan/ Developed		79989
	3.2.1.2 Develop Plans of Management for NSW Government Crown Land now transitioned to Edward River Council community land.	MEA	Plans of Management/ Adopted		79289

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	3.2.1.3 Deliver maintenance program for Council owned and managed land categorised as natural area.	MOP	Maintenance program/ Delivered		79989
3.2.2 Proactively manage the impacts associated with invasive species.	3.2.2.1 Integrate and deliver weed control across Edward River region.	MOP	Service levels/ Met		79989

3.2 Our natural environment is protected and enhanced					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
3.2.3 Collaborate with emergency services and other agencies to provide cohesive emergency management services.	3.2.3.1 Convene the Local Emergency Management Committee.	DIN	LEMC meetings/ Convened  LEMC joint exercise/ Conducted		76732
3.2.4 Provide great Parks and Open Space by greening our streets, managing tree safety and improving our town entrances, sporting ovals, gardens and passive recreation spaces.	3.2.4.1 Prepare detailed designs and costings for the redevelopment of the former North Deniliquin Tennis Court precinct (OSS 12).	MES	Designs and costings/ Completed		76987
	3.2.4.2 Prepare the public domain technical manual to support the implementation of the Deniliquin Masterplan.	MES	Manual/ Completed		61550
	3.2.4.3 Prepare detailed designs and costings for the development of Edward River Oval (DMP 7.5).	MES	Designs and costings/ Completed		76987
	3.2.4.4 Load all public toilet locations onto the National Public Toilet Map (OSS 5).	MEA	Mapped public toilet locations/ Published		79190

	3.2.4.5 Review and deliver the Rural Tree Scheme.	MOP	Scheme/ Reviewed Scheme/ Delivered		79989
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3.3 We plan for the future to accommodate and facilitate sustainable growth and development					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
3.3.1 Manage the built environment in line with the LEP and relevant legislation.	3.3.1.1 Complete the planning proposal for the insertion of flood planning controls into the Deniliquin Local Environmental Plans 1997/2013 (FMP PM01/02).	MES	Planning proposal/ Completed		40021
	3.3.1.2 Amend Planning Certificates in relation to flooding (FMP PM03).	MES	Amendments to certificates/ Completed		18435
3.3.2 Undertake strategic planning to ensure our community is well planned and there is adequate land available to support residential, business, industrial and agricultural growth.	3.3.2.1 Prepare the Edward River Industrial Land Strategy.	MES	Strategy/ Completed		76492 76489
	3.3.2.2 Prepare the strategic planning statement as required by the <i>Environmental Planning and Assessment Act 1979</i> .	MES	Strategic planning statement/ Completed		78717

Commentary on:  Action - Behind Plan		
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Explanatory text
3.1.1 Minimise waste to landfill and investigate options for recycling.	3.1.1.1 Develop a project plan for the delivery of kerbside recycling.	Council has received a draft business plan for the provision of kerbside recycling services. This plan needs to be reviewed by Council at a Councillor workshop and finalised prior to preparing the project plan.
3.1.1 Minimise waste to landfill and investigate options for recycling.	3.1.1.2 Develop a project plan for the delivery of food and organic waste collection.	Council has received a draft business plan for the provision of kerbside recycling services. This plan needs to be reviewed by Council at a Councillor workshop and finalised prior to preparing the project plan.
3.3.1 Manage the built environment in line with the LEP and relevant legislation.	3.3.1.1 Complete the planning proposal for the insertion of flood planning controls into the Deniliquin Local Environmental Plans 1997/2013 (FMP PM01/02).	There is a mapping issue that Council is working with IntraMaps and the Department of Planning and Environment to resolve.



<b>Commentary on:</b> <span style="color: red;">●</span> <b>Action - Urgent Action Needed / Stopped</b>		
<b>Delivery Program 2018-21 Activity</b>	<b>Operational Plan 2019-20 Action</b>	<b>Explanatory text</b>

<b>Additional achievements:</b> <span style="color: green;">●</span> <b>Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2019-20</b>	
<b>Delivery Program 2018-21 Activity</b>	<b>Other achievements obtained</b>
3.2.4 Provide great Parks and Open Space by greening our streets, managing tree safety and improving our town entrances, sporting ovals, gardens and passive recreation spaces.	Adoption of the Memorial Park Masterplan.
3.3.2 Undertake strategic planning to ensure our community is well planned and there is adequate land available to support residential, business, industrial and agricultural growth.	Adoption of the Rural Residential Strategy.


Outcome 4 – A region with quality and sustainable infrastructure

4.1 Our built environment is managed, maintained and improved					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
4.1.1 Responsibly manage our assets including roads, buildings, footpaths, airport, cemetery, recreation and sporting facilities and public toilets by inspecting and monitoring maintenance and renewal needs.	4.1.1.1 Deliver Capital Works Program.	MOP	Capital Works Program Delivered/ 90%		79505
	4.1.1.2 Deliver Buildings Maintenance Program.	MOP	Maintenance Program/ Delivered		79989
	4.1.1.3 Develop maintenance schedules and programs for key services.	MOP	Maintenance programs and schedules/ Developed Measurement metrics/ Developed		79526
4.1.2 Understand and plan for Council's asset renewal requirements.	4.1.2.1 Invest in Council assets at a level equal to depreciation.	MEA	Capital expenditure compared to depreciation/ =>90%		79103
	4.1.2.2 Develop and implement asset condition assessment program.	MEA	Asset condition assessment program development/ Completed		79191
			Asset condition assessment program implementation/ Commenced		79192
					79193
			79194		
		79195			
		79196			
4.1.2.3 Undertake asset valuations for all asset classes in accordance with project plan.	MEA	Project milestones/ Met		79104	
4.1.2.4 Implement Year One of 10-year plant replacement program.	MOP	Year One of 10-year program/ Implemented		79555	




**4.1 Our built environment is managed, maintained and improved**

Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
	4.1.2.5 Develop Service Level Agreements for user groups of recreation reserves and public open spaces.	MOP	Service Level Agreements/ Developed		79989

**4.2 Our road network is a source of pride**



Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
4.2.1 Close Council's asset renewal gap with the road network as the priority area of focus.	4.2.1.1 Implement Year One of 10-year program of works to renew Council's road network in line with condition assessments.	MEA	Year One of 10-year program/ Implemented		64094 79304


**4.3 Our water and sewer infrastructure is efficient and fit for purpose**


Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
4.3.1 Provide for safe, reliable and sustainable water and sewerage services.	4.3.1.1 Provide for safe, reliable and sustainable water and sewerage services.	MEA	Capital Works Program Delivered/ =>90%		79505
	4.3.1.2 Deliver Council's Water and Sewer Infrastructure Maintenance Program.	MOP	Maintenance Program/ Delivered		79989
	4.3.1.3 Review Council's Integrated Water Catchment Management Plan.	MEA	Plan/ Reviewed		79293




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	4.3.1.4 Implement Telemetry Replacement Program.	MEA	Program implementation/ Commenced		77409
4.3.2 Plan for the replacement of the Deniliquin Sewerage Treatment Plant	4.3.2.1 Plan the replacement of the Deniliquin Sewerage Treatment Plant in consultation with the NSW Government.	MEA	Project plan/ Developed		79197 79198 76932


<b>Commentary on:</b>  <b>Action - Behind Plan</b>		
<b>Delivery Program 2018-21 Activity</b>	<b>Operational Plan 2019-20 Action</b>	<b>Explanatory text</b>
4.3.1 Provide for safe, reliable and sustainable water and sewerage services.	4.3.1.1 Provide for safe, reliable and sustainable water and sewerage services.	Project plans for all water supply and sewerage projects need to be completed based on the outcomes of the capital works planning.




<b>Commentary on:</b>  <b>Action - Urgent Action Needed / Stopped</b>		
<b>Delivery Program 2018-21 Activity</b>	<b>Operational Plan 2019-20 Action</b>	<b>Explanatory text</b>

<b>Additional achievements:</b>  <b>Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2019-20</b>	
<b>Delivery Program 2018-21 Activity</b>	<b>Other achievements obtained</b>


Outcome 5 – A community working together to achieve its potential





5.1 Our community is informed and engaged					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
5.1.1 Proactively communicate information on Council services, activities and events.	5.1.1.1 Communicate information on Council services, activities and events.	DCS	Community News page/ 24 Engagement with Council social media accounts/ Increasing Media releases produced/ 24 Biannual newsletter published/ 2		78354
	5.1.1.2 Review Council's website to ensure it remains accessible and provides an engaging customer experience.	DCS	Website structure/ Reviewed		75858
5.1.2 Provide opportunities for the community to be involved in key strategies, policies and decisions of Council.	5.1.2.1 Implement webcasting of Council meetings to improve community accessibility and engagement.	MIM	Webcasting implemented/ 30 November		73450_V1
	5.1.2.2 Finalise and implement the strategic review of Council's committee framework and community facility management model to strengthen community participation and partnerships.	DCS	Strategic Review Action Plan/ Implemented		78356
	5.1.2.3 Conduct ordinary and extraordinary meetings open to the public.	GM	Adopted schedule of meetings/ Implemented  Ordinary meeting business papers/ Published to Council's website three days prior to meeting		78659

5.2 We collaborate and pursue partnerships that achieve great outcomes for our community					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
5.2.1 Work in partnership with the community on key projects.	5.2.1.1 Support community projects with financial assistance through the Community Grants Program.	MCED	Community Grants Program/ Delivered		79492



5.3 Our local government is efficient, innovative and financially sustainable					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
5.3.1 Deliver sustainable financial management.	5.3.1.1 Develop annual Operational Plan budget and review the Long-Term Financial Plan.	MFIN	Annual budget adopted, and long- term financial plan reviewed in line with annual budget/ 30 June		75858
	5.3.1.2 Monitor and accurately report on Council's financial position in accordance with the <i>Local Government Act 1993</i> requirements.	MFIN	Quarter budget reviews completed/ September, December and March  Audited financial statements lodged/ 31 October		78663 78665
	5.3.1.3 Manage Council's investment portfolio to optimise investment returns within the constraints of the <i>Local Government Act 1993</i> , Office of Local Government Guidelines, and Council's adopted policies.	MFIN	Report to Council/ Monthly  Bank Bill Swap Rate Benchmark/ Exceeded		78661





## Combined Delivery Program 2018-2021 and Operational Plan 2019-2020 Progress Report 30 September 2019

	5.3.1.4 Coordinate the review and harmonisation of Council's rating structure and development of new revenue policy for Council's Operational Plan 2020/21 in accordance with the Local Government (Council Amalgamations) Proclamation 2016.	MFIN	Review completed, rating structure determined, and new revenue policy finalised/ 31 May		78666
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5.3 Our local government is efficient, innovative and financially sustainable					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
	5.3.1.5 Coordinate the 30 June external audit function and implement agreed management actions.	MFIN	Audit Engagement Plan Activities/ Completed Management actions implemented/ =Agreed timeframes		78663 78665
5.3.2 Deliver excellent customer service.	5.3.2.1 Develop and implement Council's Customer Service Charter.	MPCS	Charter/ Adopted Charter  implementation/ Commenced  Report customer request management statistics/ Quarterly		75858
5.3.3 Deliver good governance and improve management of risk and safety.	5.3.3.1 Provide progress reports on implementation of the 2018-2021 Delivery Program in accordance with the <i>Local Government Act 1993</i> .	DCS	Progress reported to Council/ Quarterly		78173
	5.3.3.2 Develop the annual Operational Plan in accordance with the <i>Local Government Act 1993</i> .	DCS	Plan adopted/ 30 June		75858

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	5.3.3.3 Produce and publish Council's Annual Report in accordance with the <i>Local Government Act 1993</i>	DCS	Report adopted/ 30 November		73238
	5.3.3.4 Manage Council's calendar of compliance and reporting in accordance with Office of Local Government publication.	DCS	Calendar of reporting and compliance/ Established  Quarterly reporting to the Executive and Audit, Risk and Improvement Committee/ Commenced		78359

5.3 Our local government is efficient, innovative and financially sustainable					
Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
	5.3.3.5 Produce and submit the annual Code of Conduct complaints report in accordance with the Office of Local Government requirements.	DCS	Reported to Council and the Office of Local Government/ 30 September		78661
	5.3.3.6 Develop and implement Business Continuity Plan, including final Disaster Recovery Plan	DCS	Implementation milestones/ Met		75858
	5.3.3.7 Manage the Councillor Professional Development Program	DCS	Program/ Delivered		75858
	5.3.3.8 Review council's delegation framework and implement recommended improvements	DCS	Review/ Completed Improvements/ Commenced		75858




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	5.3.3.9 Produce and submit reports of disclosures made under the Public Interest Disclosures Act	DCS	NSW Ombudsman/ July and February		78661
	5.3.3.10 Coordinate lodgement of the annual Disclosures of Interest Returns in accordance with the Office of Local Government requirements	DCS	Annual lodgement process completed/ 30 September		78661
	5.3.3.11 Develop and implement a Privacy Management Plan in accordance with the <i>Privacy and Personal Information Protection Act 1998</i> and Office of Local Government requirements.	MIM	Plan/Adopted Implementation/ Commenced		75858




### 5.3 Our local government is efficient, innovative and financially sustainable

Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
	5.3.3.12 Review and publish the Council Information Guide.	MIM	Guide adopted/ 30 June		78661
	5.3.3.13 Produce and submit the annual government Information Public Access Report in accordance with the <i>Government Information (Public Access) Act 2009</i> .	MIM	Annual report provided to the Information and Privacy Commissioner/ 31 October		78661
	5.3.3.14 Coordinate the publication of Open Access Information to the website in accordance with the <i>Government Information (Public Access) Act 2009</i> .	MIM	Open Access Information available on the website/ Increasing		78661
	5.3.3.15	MIM	Published to website/ =< every 45 days		78661





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	Establish and publish to the website a Formal Access to Information Disclosure Log in accordance with the <i>Government Information (Public Access) Act 2009</i> .				
	5.3.3.16 Facilitate Audit, Risk and Improvement Committee meetings.	DCS	Meetings held/ =>4		78661
	5.3.3.17 Coordinate delivery and reporting of the Internal Audit Program.	MFIN	Program/ Completed  Implementation status reported to Executive and Audit, Risk and Improvement Committee/ Quarterly		Stopped
	5.3.3.18 Finalise and implement the Council's Risk Management Framework.	MPCS	Risk Management Framework/ Implemented		78393





### 5.3 Our local government is efficient, innovative and financially sustainable

Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
	5.3.3.19 Review and renew Council's insurance portfolio.	MEA	Annual renewal/ Completed  Incident reporting to Executive/ Quarterly		73644
	5.3.3.20 Coordinate the implementation of Council's Risk Management Action Plan as part of the Statewide Mutual Continuous Improvement Program.	MPCS	Implementation progress reported to the Executive and Audit Risk and Improvement Committee/ Quarterly		78397 78398
	5.3.3.21 Convene the Work Health and Safety Committee meetings (WMP 2.9).	MPCS	Meetings held/ =>4 Minutes provided to the Executive/ Quarterly		77425

## Combined Delivery Program 2018-2021 and Operational Plan 2019-2020 Progress Report 30 September 2019





5.3.4 Identify and deliver innovative projects to improve Council's performance	5.3.4.1 Deliver the Information Technology Strategy, including reimplementation of Technology One, in accordance with approved Project Plan.	MIM	Project milestones/ Met		78668
	5.3.4.2 Deliver Council's civic and administration accommodation project in accordance with the project plan.	DCS	Project milestones/ Met		75858
5.3.5 Be an employer of choice.	5.3.5.1 Encourage two-way communication with the workforce (WMP 2.2).	MPCS	Initiatives/ =>2		75858
	5.3.5.2 Implement the leadership and emerging leader development program (WMP 1.3 and 1.4).	MPCS	Program/ Implemented		78756 78754


### 5.3 Our local government is efficient, innovative and financially sustainable

Delivery Program 2018-21 Activity	Operational Plan 2019-20 Action	Responsible Officer	Measure/ Target	Status	Evidence
	5.3.5.3 Coordinate and fund annual staff training programs.	MPCS	Program and budget/ Prepared		75858
	5.3.5.4 Implement organisation's corporate values into recruitment and performance review documentation and processes (WMP 2.5).	MPCS	Implementation/ Progressing		72313
	5.3.5.5 Implement the annual employee health and wellbeing program (WMP 2.3).	MPCS	Program/ Developed		78386
	5.3.5.6 Undertake annual staff satisfaction survey to identify areas of improvement (WMP 2.5).	MPCS	Survey/ Completed		78389



## Combined Delivery Program 2018-2021 and Operational Plan 2019-2020 Progress Report 30 September 2019


	5.3.5.7 Deliver the Staff Recognition and Service Awards Program (WMP 2.6).	MPCS	Program/ Delivered		79205
	5.3.5.8 Consolidate to one Council depot facility.	DIN	New shedding/ Constructed  Development Application/ Submitted		79562 79640
	5.3.5.9 Implement the Equal Employment Opportunity Management and Diversity Plan in accordance with the <i>Local Government Act 1993</i> (WMP 2.10).	MPCS	Plan/ Implemented		75858
	5.3.5.10 Facilitate regular meetings of the Staff Consultative Committee (WMP 2.9).	MPCS	Meetings held/ =>2		75858

<b>Commentary on:</b>  <b>Action - Behind Plan</b>		
<b>Delivery Program 2018-21 Activity</b>	<b>Operational Plan 2019-20 Action</b>	<b>Explanatory text</b>
5.3.1.5 Coordinate the 30 June external audit function and implement agreed  5.3.1.2 Monitor and accurately report on Council's financial position in accordance with the Local Government Act 1993 requirements.	Audit Engagement Plan Activities/ Completed  Management actions implemented/ =Agreed timeframes  Audited financial statements lodged/ 31 October	Council's ability to meet audit engagement plan and management action agreed timeframes has been hampered due to position vacancies and the loss of corporate knowledge from staff turnover in key staff positions in the finance team – in particular the Manager Finance (June 2017 and January 2019) and Financial Accountant (January 2018 and April 2019) position. A revised timetable has been developed and agreed with the External Auditors to meet the statutory timeframe for lodgement with the OLG by 31 October.

<b>Commentary on:</b>  <b>Action - Urgent Action Needed / Stopped</b>
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**Combined Delivery Program 2018-2021 and Operational Plan 2019-2020 Progress Report 30 September 2019**

<b>Delivery Program 2018-21 Activity</b>	<b>Operational Plan 2019-20 Action</b>	<b>Explanatory text</b>
5.3.3 Deliver good governance and improve management of risk and safety.	5.3.3.17 Coordinate delivery and reporting of the Internal Audit Program.	This action has been stopped for 2019-20. Council has supported a recommendation from the Audit, Risk and Improvement Committee to defer the Internal Audit Program noting Council's need to prioritise, focus resources, and monitor closely a range of important projects and programs during 2019-20, including: (a) implementation enterprise risk management framework. (b) delivery of the grant funded major project program of work to meet funding milestones. (c) delivery of the Technology One reimplementation project according to the endorsed project plan. Refer Council resolution 2019/08/174.

<b>Additional achievements:</b>	
	 <b>Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2019-20</b>
<b>Delivery Program 2018-21 Activity</b>	<b>Other achievements obtained</b>
5.3.3 Deliver good governance and improve management of risk and safety.	Completed the implementation of Council's new Code of Conduct.
	Completed the implementation of Council's new Code of Meeting Practice
	Reviewed and updated Council's Policy – Councillor Expenses and Facilities
	Clarified Council's position in relation to the Agreement with the Deniliquin Ute Muster

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