



Edward River
COUNCIL

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

Progress Report
31 March 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. This report covers the period from 1 January 2019 to 31 March 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 2018-2021 and Operational Plan 2018-2019 detail the activities and actions that will be undertaken to meet these targets.






In 2018-19, Council committed to delivering 75 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
	Project Complete
	On/Ahead of Plan
	Not Started
	Behind Plan
	Urgent Action Needed




Each of the 75 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:






Acronym	Council Officer	Incumbent
<i>Office of the General Manager</i>		
GM	General Manager	Mr Adam McSwain
MCED	Manager Community and Economic Development	Ms Michelle Cobb
MES	Manager Environmental Services	Mrs Julie Rogers
<i>Corporate Services</i>		
DCS	Director Corporate Services	Ms Trish Kirkland
MFIN	Manager Finance	Ms Rindayi Matienga
MIM	Manager Information Management	Mr Mark Siena
MPCS	Manager People and Customer Service	Mrs Helen Flisher
<i>Infrastructure</i>		
DIN	Director Infrastructure	Mr Oliver McNulty
MEA	Manager Engineering and Assets	Mr Mark Dalzell
MOP	Manager Operations	Mr Warwick Newell


Our Performance


<i>Edward River 2030 Strategic Outcome</i>		Progress									
		 Project Complete		 On/Ahead of Plan		 Not Started		 Behind Plan		 Urgent Action Needed	
		No.	%	No.	%	No.	%	No.	%	No.	%
1	A great place to live	1	1.3%	7	9.4%	0	0%	2	2.6%	2	2.6%
2	A prosperous and vibrant economy	1	1.3%	9	12.2%	0	0%	3	4.0%	0	0%
3	A valued and enhanced natural environment	0	0%	11	14.6%	0	0%	5	6.9%	0	0%
4	A region with quality and sustainable infrastructure	1	1.3%	8	10.7%	1	1.3%	1	1.3%	0	0%
5	A community working together to achieve its potential	7	9.4%	14	18.7%	0	0%	2	2.6%	0	0%
Total		10	13.3%	49	65.5%	1	1.3%	13	17.3%	2	2.6%



Outcome 1 – A great place to live

1.1 Our community has access to essential services				
Delivery Program 2018-21	Operational Plan 2018-19	Responsible Officer	Measure	Status
1.1.1 Communicate and engage with stakeholders to understand community need and undertake advocacy on important issues.	1.1.1.1 Advocate for improved health, medical, education and transport services and infrastructure.	GM	<ol style="list-style-type: none"> Council Advocacy Strategy developed and approved by Council. State Government investment in health, medical, education and/or transport services. 	
	1.1.1.2 Develop and implement a Doctor Incentive Policy to assist in the attraction of medical practitioners.	GM	<ol style="list-style-type: none"> Doctor Incentive Policy developed and approved by Council. 	
1.2 Our community is safe, happy and healthy, both physically and mentally				
Delivery Program 2018-21	Operational Plan 2018-19	Responsible Officer	Measure	Status
1.2.1 Develop and maintain Council's sporting facilities, pool,	1.2.1.1 Undertake a Sportsground Equity Review to realign service levels and clearly define Council's and user groups' roles.	MES	<ol style="list-style-type: none"> Sportsground Equity Review completed. User Group Agreements reviewed. 	

playgrounds and walking and cycling paths.	1.2.1.2 Deliver projects funded through the Stronger Communities Fund Major Projects Program.	DIN	1. All projects completed and acquitted by 30 June 2019.	
	1.2.1.3 Deliver projects funded through the Stronger Country Communities Program: <ul style="list-style-type: none"> Lagoon to River Walk Signage Project Deniliquin Swim Centre All Abilities Access Upgrade Scott's Park Destination Playground Project. 	DIN	1. All projects completed and acquitted in line with funding agreements.	
1.2.2 Provide community halls and facilities.	1.2.2.1 Support Committees to manage Council halls and facilities.	DCS	1. 355 Committees compliant with legislation.	
	1.2.2.2 Ensure community halls and facilities are fit for purpose and sufficiently maintained.	MOP	1. Community halls and facilities maintained as per condition assessments.	
1.2.3 Deliver services to enhance community safety in the built and natural environment.	1.2.3.1 Delivery regulatory services with a focus on animal management, town appearance and car parking.	MES	1. Increased number of registered dogs for 2018/19 year in comparison with 2017/18. 2. Implement de-sexing program.	

			3. Undertake four free microchipping weeks per year.	
	<p>1.2.3.2</p> <p>Deliver building and environmental health services to provide a safe built environment and achieve food safety.</p>	MES	<ol style="list-style-type: none"> 1. Completion of all food inspections within legislative requirements. 2. Complete all skin penetration inspections. 3. Complete two pool barrier inspections per week. 4. Prepare a Council Policy for pool barrier inspections. 5. Preparation of essential fire safety program. 	

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 2018-19	Responsible Officer	Measure	Status
<p>1.3.1</p> <p>Council aims to develop Edward River Council as a vibrant and progressive community by supporting and partnering with</p>	<p>1.3.1.1</p> <p>Promote and support local events and activities such as NAIDOC week, Wamba Wamba Perrepa Perrepa week, Seniors week, International Women’s Day and Youth Week activities.</p>	MCED	<ol style="list-style-type: none"> 1. No. of local events supported. 	


community groups and assisting in developing cultural spaces.	1.3.1.2 Progress the development of the Deniliquin Town Hall as a community, arts, performance and cultural hub.	MCED	<ol style="list-style-type: none"> 1. Funding secured for project. 2. Project plan developed, and tender completed. 3. Project commenced. 	
	1.3.1.3 Commence discussions with Indigenous groups and organisations about local indigenous arts, culture and heritage.	MCED	<ol style="list-style-type: none"> 1. Discussions commenced with relevant groups. 2. Plan developed and presented to Council. 	

Commentary on: ● Action - Not Started		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
All actions commenced during the reporting period.		





Commentary on: ● Action - Behind Plan		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
1.2.1 Develop and maintain Council's sporting facilities, pool, playgrounds and walking and cycling paths.	1.1.1.2 Deliver projects funded through the Stronger Communities Fund Major Projects Program.	Planning and design for all Round 1 Stronger Communities Fund Major Projects Program projects has commenced. Some of the projects will not be deliverable by 30 June 2019 due to a shortage of suitable design consultants and contractors.
1.3.1 Council aims to develop Edward River Council as a vibrant and progressive community by supporting and partnering with community groups and assisting in developing cultural spaces.	1.3.1.3 Commence discussions with Indigenous groups and organisations about local indigenous arts, culture and heritage.	Discussions with Yarkuwa Indigenous Knowledge Centre have commenced, and the organisation has provided input to some arts and culture projects, namely the Water Tower public art project. However, an Indigenous Arts and Culture Plan has not been developed.





Commentary on: ● Action - Urgent Action Needed		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
1.2.2 Provide community halls and facilities.	1.2.2.1 Support Committees to manage Council halls and facilities.	While Council has continued to operate section 355 Committees, there is currently no framework in place to ensure compliance with the <i>Local Government Act 1993</i>





		and other legislation, as well as the Code of Conduct and Code of Meeting Practice. Council has resolved to commission a strategic review of Council's committee framework and it is anticipated the review's recommendations will be resourced for implementation in the 2019-20 year.
1.2.3 Deliver services to enhance community safety in the built and natural environment.	1.2.3.2 Deliver building and environmental health services to provide a safe built environment and achieve food safety	Food inspection, skin penetration inspection, pool barrier inspection programs are all scheduled to be undertaken across Q3 and Q4. The preparation of a Council policy for pool barrier inspections and essential fire safety program unlikely to occur due to availability of resources.


Additional achievements:		 Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2018-19
Delivery Program 2018-21 Activity	Other achievements obtained	
1.2.3 Deliver services to enhance community safety in the built and natural environment.	Completion of mandatory dog attack reporting through the NSW Companion Animals Register.	
	Draft Compliance and Enforcement Policy placed on public exhibition.	
	Development of Management of Feral and/or Infant Companion Animals Policy.	
	Implementation of the alcohol-free zone in Deniliquin for the 2018-2022 period.	
	Adoption of Flood Planning Levels Policy.	

Outcome 2 – A prosperous and vibrant economy

2.1 Our economy is strong and diverse				
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
2.1.1 Support and grow local business and agriculture	2.1.1.1 Provide support to any local business looking to expand through the provision of advice, assistance, identifying and applying for grants and any other support that is achievable.	MCED	1. Value of funding accessed for private business expansion.	
	2.1.1.2 Develop an Investment Attraction Policy and Framework.	MCED	1. Policy and Framework developed and approved by Council. 2. No. of businesses who access support.	
	2.1.1.3 Investigate and advocate to RMS for additional truck stops to improve road safety and encourage additional economic spend.	MCED	1. Engage with trucking industry to understand priority areas of focus.	
	2.1.1.4 Progressively implement the Economic Development Strategy.	MCED	1. No. of initiatives implemented from the Strategy.	


	<p>2.1.1.5</p> <p>Undertake the development of a Retirement Village in Deniliquin.</p>	MCED	<ol style="list-style-type: none"> 1. Land secured and prepared for development. 2. Agreement in place with developer for retirement village to be constructed. 3. Development commenced. 	
	<p>2.1.1.6</p> <p>Undertake the Deniliquin Airport Runway Project.</p>	MCED	<ol style="list-style-type: none"> 1. Undertake next steps to further develop project as outlined in KPMG Business Case. 2. Submit funding applications to both State and Federal Governments for the project. 	
<p>2.1.2</p> <p>Develop and promote investment opportunities within Edward River region.</p>	<p>2.1.2.1</p> <p>Develop a Major Project Pipeline to attract funding and development.</p>	MCED	<ol style="list-style-type: none"> 1. Project pipeline developed and approved by Council. 2. Value of funding received for projects identified in pipeline. 	
<p>2.1.3</p> <p>Streamline processes and identify efficiencies to assist investors, developers, builders and event organisers.</p>	<p>2.1.3.1</p> <p>Progressively review processes relating to investors, developers, builders and event organisers with reduction in red tape and simplification of the process as the primary focus.</p>	MCED	<ol style="list-style-type: none"> 1. No. of processes reviewed, savings generated, and time delays removed. 	


2.2 We develop our key assets to enhance agriculture, boost tourism and support existing business				
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
2.2.1 Promote and develop Edward River region as a place to live, learn, work, play and visit.	2.2.1.1 Continue to promote Deniliquin and Edward River Council through a tourism marketing campaign.	MCED	1. Tourism marketing campaign delivered for 2018/19 year.	
	2.2.1.2 Support existing events and attract new events.	MCED	1. Value of support provided for existing events. 2. No. of new events attracted.	
2.2.2 Invest in our rivers, creeks, billabongs and main streets to support existing business and attract tourism	2.2.2.1 Implement the Rural Villages Beautification program for Conargo, Blighty, Wanganella, Booroorban, Pretty Pine and Mayrung.	MEA	1. Project completed in each village.	
	2.2.2.2 Complete and commence implementing the Riverfront, CBD, Lagoons and Town Entrance Masterplans.	MES	1. Masterplans completed. 2. No. of initiatives implemented.	

2.3 Our region provides strong education, employment and training opportunities				
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
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 Engage with business to understand skill gaps and advocate to education providers to try and align needs.	MCED	<ol style="list-style-type: none"> 1. Meetings held with industry to understand skills gaps. 2. Discussions with education providers to align aims. 	





Commentary on: ● Action - Not Started		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
All actions commenced during the reporting period.		







Commentary on: ● Action - Behind Plan		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
2.1.1 Support and grow local business and agriculture	2.1.1.5 Undertake the development of a Retirement Village in Deniliquin.	Preferred developer has withdrawn from project and discussions have commenced to allow Council to reassess opportunities.
2.1.2 Develop and promote investment opportunities within Edward River region.	2.1.2.1 Develop a Major Project Pipeline to attract funding and development.	Major project pipeline has commenced but more work needs to be done to promote the opportunities. The Inaugural Major Projects Summit enabled Edward River businesses to understand the opportunities for them to leverage major projects in the region.
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 Engage with business to understand skill gaps and advocate to education providers to try and align needs.	Discussions have commenced with the manufacturing sector and the health sector. A forum was held in February to discuss attracting General Practitioners to Deniliquin. Discussions with education providers to align aims are yet to commence.


Commentary on:		 Action - Urgent Action Needed
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
No actions requiring urgent action during the reporting period.		

Additional achievements:		 Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2018-19
Delivery Program 2018-21 Activity	Other achievements obtained	
2.1.1 Support and grow local business and agriculture.	Delivered significant program of business events during Small Business Month including the particularly successful Inaugural Major Projects Summit. Over 120 local businesses attended forums, workshops and the projects summit aimed at growing local businesses.	

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 2018-19 Action	Responsible Officer	Measure	Status
3.1.1 Minimise waste to landfill and investigate options for recycling.	3.1.1.1 Develop and implement an Edward River Council Waste Strategy.	DIN	1. Strategy developed and approved by Council.	
	3.1.1.2 Complete a Business Case for kerbside recycling.	DIN	1. Business case completed and adopted by Council.	
3.1.2 Provide sustainable waste services and infrastructure.	3.1.2.1 Operate and maintain waste facilities.	MOP	1. Facilities operating within licence requirements. 2. No. breaches of licence requirements.	
	3.1.2.2 Undertake planning for the expansion of the Deniliquin Waste Disposal Depot.	MOP	1. Planning completed, and detailed report taken to Council. 2. Decision on expansion of tip made by Council. 3. Project implementation commenced, if approved.	

3.2 Our natural environment is protected and enhanced				
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
3.2.1 Sustainably manage Council owned and managed natural areas.	3.2.1.1 Provide cemetery management to Council operated public cemeteries	MOP	1. Cemetery services delivered to agreed service levels. 2. No. of complaints received.	
	3.2.1.2 Maintain Council owned and managed areas within agreed service levels.	MOP	1. Service levels progressively developed. 2. Updated service levels are implemented.	
3.2.2 Proactively manage the impacts associated with invasive species.	3.2.2.1 Conduct weed control initiatives in line with regulatory obligations.	MOP	1. Service delivered and compliance with DPI guidelines and relevant legislation.	
3.2.3 Collaborate with emergency services and other agencies to provide cohesive emergency management services.	3.2.3.1 Partner with agencies to achieve coordinated emergency management.	MEA	1. Membership of relevant committees maintained.	
	3.2.3.2 Deliver the RFS Fire Control Centre project at the Deniliquin Airport.	MEA	1. Project delivered on time and on budget.	
3.2.4 Provide great Parks and Open Space by greening our streets,	3.2.4.1 Develop and implement outcomes from the Edward River Council Recreation	DIN	1. Plans developed.	

managing tree safety and improving our town entrances, sporting ovals, gardens and passive recreation spaces.	Strategy, Memorial Park Masterplan and Open Space Strategy.		2. Funding applications developed and submitted for high priority projects.	
	3.2.4.2 Deliver maintenance programs for our parks, trees and reserves.	MOP	1. Maintenance programs developed and implemented.	

3.3 We plan for the future to accommodate and facilitate sustainable growth and development

Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
3.3.1 Manage the built environment in line with the LEP and relevant legislation.	3.3.1.1 Provide timely, accurate and professional development services.	MES	1. Planning processing times meet legislative requirements.	
	3.3.1.2 Commence development of an Edward River LEP.	MES	1. Single Edward River Council LEP commenced.	
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 Finalise the Rural Living strategic planning project.	MES	1. Report completed and approved by Council.	
	3.3.2.2 Develop an Industrial Land Strategy.	MES	1. Strategy completed and approved by Council.	

	3.3.2.3 Complete the North Deniliquin Levy Feasibility and Design.	MEA	1. Feasibility complete. 2. Design complete.	
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Commentary on: ● Action - Not Started		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
All actions commenced during the reporting period.		






Commentary on: ● Action - Behind Plan		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
3.1.1 Minimise waste to landfill and investigate options for recycling.	3.1.1.1 Develop and implement an Edward River Council Waste Strategy.	Consultants have presented a first draft of the strategy to Council and are currently incorporating the feedback from the presentation into the final draft.
	3.1.1.2 Complete a Business Case for kerbside recycling.	Council has resolved to further investigate the business case for a three-bin recycling system.
3.2.3 Collaborate with emergency services and other agencies to provide cohesive emergency management services.	3.2.3.2 Deliver the RFS Fire Control Centre project at the Deniliquin Airport.	Project on budget but behind plan due to contractor issues beyond Council's control. Status of project has been communicated to NSW RFS. Work to be completed and handed over to RFS in April 2019.
3.1.2 Provide sustainable waste services and infrastructure.	3.1.2.2 Undertake planning for the expansion of the Deniliquin Waste Disposal Depot.	Consultants have been engaged to design and facilitate the expansion of the Waste Disposal depot.


<p>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.</p>	<p>3.3.2.2 Develop an Industrial Land Strategy.</p>	<p>The brief for the strategy has been completed and a request for quotation will be issued before the end of the 18/19 financial year.</p>
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<p>Commentary on: ● Action - Urgent Action Needed</p>		
<p>Delivery Program 2018-21 Activity</p>	<p>Operational Plan 2018-19 Action</p>	<p>Explanatory text</p>
<p>No actions requiring urgent action during the reporting period.</p>		



<p>Additional achievements: ● Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2018-19</p>	
<p>Delivery Program 2018-21 Activity</p>	<p>Other achievements obtained</p>
<p>3.3.1 Manage the built environment in line with the LEP and relevant legislation.</p>	<p>Commenced the planning proposal to insert flood planning controls into the Deniliquin Local Environmental Plans 1997/2013 in accordance with recommendations of the Edward River at Deniliquin Floodplain Risk Management Study and Plan 2017.</p> <p>Undertook review of bushfire-prone land mapping, which has been certified by the NSW Rural Fire Service.</p> <p>Commenced preparation of a Local Approvals Policy.</p>

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 2018-19 Action	Responsible Officer	Measure	Status
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 Council’s Annual Capital Works Program.	MOP	1. 100% capital works program delivered.	
	4.1.1.2 Deliver annual maintenance on Council infrastructure.	MOP	1. 100% annual maintenance delivered.	
4.1.2 Understand and plan for Council’s asset renewal requirements.	4.1.2.1 Progress towards investing in our assets at a level equal to depreciation.	DIN	1. Increasing capital expenditure.	
	4.1.2.2 Progressively develop and implement detailed asset management plans across all asset classes.	MEA	1. No. of asset plans developed.	
	4.1.2.3 Develop a ten-year plant replacement that aligns with service needs.	MOP	1. Ten-year plant program developed and approved by Council. 2. Plan implemented for 2019/20 budget development process.	



	4.1.2.4 Progressively develop service standards by Council infrastructure.	DIN	1. No. of service standards developed.	
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4.2 Our road network is a source of pride

Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
4.2.1 Close Council's asset renewal gap with the road network as the priority area of focus.	4.2.1.1 Undertake condition assessments of Council's roads and related infrastructure.	MOP	1. Condition assessments completed for road network.	
	4.2.1.2 Develop a program of works to renew Council's roads in line with condition assessments.	MOP	1. Program developed and approved by Council. 2. Implemented of program commenced for 2019/20 budget.	

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


Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
4.3.1	4.3.1.1 Deliver Council's annual Water and Sewer Capital Works Program.	MOP	1. 100% capital works program delivered.	

<p>Provide for safe, reliable and sustainable water and sewerage services.</p>	<p>4.3.1.2 Deliver annual maintenance programs on Water and Sewer infrastructure</p>	<p>MOP</p>	<p>1. 100% annual maintenance delivered.</p>	
<p>4.3.2 Plan for the replacement of the Deniliquin Sewerage Treatment Plant</p>	<p>4.3.2.1 Commence planning and discussions with the State Government for the replacement of the Deniliquin Sewerage Treatment Plant.</p>	<p>DIN</p>	<p>1. Project plan for project developed and approved by Council. 2. Discussions commenced with Government on project and funding.</p>	




Commentary on: ● Action - Not Started		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
4.3.2 Plan for the replacement of the Deniliquin Sewerage Treatment Plant	4.3.2.1 Commence planning and discussions with the State Government for the replacement of the Deniliquin Sewerage Treatment Plant.	Council shall prepare a brief regarding the replacement of the Sewerage Treatment Plant for discussions with the State Government and funding in the 2019/20 Operational Plan.



Commentary on: ● Action - Behind Plan		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
4.3.1 Provide for safe, reliable and sustainable water and sewerage services.	4.3.1.1 Deliver Council's annual Water and Sewer Capital Works Program.	Work is continuing on the Water and Sewer Capital Works Program, subject to consultant and contractor availability.



Commentary on: ● Action - Urgent Action Needed		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
No actions requiring urgent action during the reporting period.		






Additional achievements:	 Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2018-19
Delivery Program 2018-21 Activity	Other achievements obtained
No additional achievements during the reporting period.	







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 2018-19 Action	Responsible Officer	Measure	Status
5.1.1 Proactively communicate information on Council services, activities and events.	5.1.1.1 Ensure a Council wide focus on external communication that works across multiple mediums including online, print and face to face and ensures both the urban and rural areas are adequately communicated with.	GM	<ol style="list-style-type: none"> 1. Bi-annual newsletter developed and distributed. 2. Increase in Followers on Council Facebook page. 3. No. of media releases distributed. 	
5.1.2 Provide opportunities for the community to be involved in key strategies, policies and decisions of Council.	5.1.2.1 Implement a Community Engagement Policy and Community Engagement Strategy in line with IAP2 guidelines.	MCED	<ol style="list-style-type: none"> 1. Policy and Strategy developed and approved by Council. 	
	5.1.2.2 Complete communication strategies for key projects.	GM	<ol style="list-style-type: none"> 1. No. of strategies developed for key projects. 	

5.2 We collaborate and pursue partnerships that achieve great outcomes for our community				
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
5.2.1 Work in partnership with the community on key projects.	5.2.1.1 Establish Committees and Working Groups with community representation for key Council projects.	GM	1. No. of committees established for projects.	
	5.2.1.2 Implement the priority projects from the Disability Inclusion Action Plan to establish a Disability Inclusion Committee and construct an accessible change facility at the Deniliquin Swim Centre.	MES	1. Accessible pool changerooms completed. 2. Committee established.	

5.3 Our local government is efficient, innovative and financially sustainable				
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Responsible Officer	Measure	Status
5.3.1 Deliver sustainable financial management.	5.3.1.1 Develop and implement a sustainable Long-Term Financial Plan.	MFIN	1. Long-Term Financial Plan developed and approved by Council. 2. Document updated and approved annually.	
	5.3.1.2 Implement year one of reimplementing Council's Business System with a focus on maximising mobility in the field.	DCS	1. Year one of TechOne project implemented on time and within budget.	

	5.3.1.3 Investigate opportunities to sell assets surplus to requirements.	DCS	1. No. of surplus assets sold or disposed of.	
	5.3.1.4 Undertake sound financial management in line with legislative requirements.	MFIN	1. Quarterly budget statement reviews completed. 2. Financial statements lodged by 31 October. 3. Monthly investment reports to Council completed. 4. Outstanding rates maintained at below 8%.	
5.3.2 Deliver excellent customer service.	5.3.2.1 Develop a Frequently Asked Question (FAQ) system to improve first point of contact resolution customer service.	MPCS	1. System developed and implemented.	
	5.3.2.2 Develop and implement a performance reporting framework and project management system to track and support delivery of Council services and projects.	DCS	1. Performance reporting and project management systems implemented.	
5.3.3 Deliver good governance and take steps to improve management of risk and safety.	5.3.3.1 Establish a Council Audit, Risk and Improvement Committee.	DCS	1. Committee established. 2. Committee meets a minimum of four times per year.	


	5.3.3.2 Develop and deliver a program of Councillor governance training.	DCS	1. Councillor training delivered.	
	5.3.3.3 Facilitate effective Council meetings and workshops.	GM	1. Monthly Council meetings and workshops held. 2. Agendas set out minimum of five days prior.	
	5.3.3.4 Develop and implement an Enterprise Risk Management system.	MPCS	1. Enterprise Risk Management system developed, implemented and maintained. 2. Reporting through to Audit and Risk Committee on key strategic risk areas.	
5.3.4 Identify and deliver innovative projects to improve Council's performance.	5.3.4.1 Progressively implement Council's IT Strategy.	MIM	1. No. of initiatives reimplemented.	
	5.3.4.2 Implement a LEAN process improvement program across Council.	GM	1. Program implemented. 2. No. of projects implemented across Council.	
	5.3.4.3 Where possible, partner through the Joint Organisation or with neighbouring councils on projects and service delivery that provides benefits to all communities.	GM	1. No. of initiatives undertaken in partnership with the Joint Organisation or neighbouring municipalities.	

<p>5.3.5 Be an employer of choice.</p>	<p>5.3.5.1 Consolidate to one Council Depot.</p>	<p>DIN</p>	<ol style="list-style-type: none"> 1. Plan for new depot developed and costed. 2. Construction of single depot commenced. 3. Resolution and implementation of process for selling or developing 'South Depot'. 	
	<p>5.3.5.2 Implement year one of Council's Workforce Development Strategy.</p>	<p>MPCS</p>	<ol style="list-style-type: none"> 1. No. of initiatives implemented. 	
	<p>5.3.5.3 Undertake annual staff satisfaction surveys to identify areas for improvement.</p>	<p>MPCS</p>	<ol style="list-style-type: none"> 1. Annual survey completed. 2. Action from findings is implemented as required. 	
	<p>5.3.5.4 Explore options for a new Civic Centre.</p>	<p>DCS</p>	<ol style="list-style-type: none"> 1. Planning commenced for staff offices. 	
	<p>5.3.5.5 Fund annual staff training programs.</p>	<p>MPCS</p>	<ol style="list-style-type: none"> 1. Training policy developed 2. Suitable budget allocation for staff training. 	

Commentary on: ● Action - Not Started		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
All actions commenced during the reporting period.		

Commentary on: ● Action - Behind Plan		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
5.1.2 Provide opportunities for the community to be involved in key strategies, policies and decisions of Council.	5.1.2.2 Complete communication strategies for key projects.	Communication plan completed for Streetscape project. Additional project management resources now engaged and a requirement for the completion of communication strategies will be built into a redeveloped project management process.
5.3.5 Be an employer of choice.	5.3.5.1 Consolidate to one Council Depot.	Architects are continuing to develop the Masterplan for the Works Depot and prepare a Development Application for the required works.

Commentary on: ● Action - Urgent Action Needed		
Delivery Program 2018-21 Activity	Operational Plan 2018-19 Action	Explanatory text
No actions requiring urgent action during the reporting period.		

Additional achievements:	 Other significant achievements not contained in the combined Delivery Program 2018-21 and Operational Plan 2018-19
Delivery Program 2018-21 Activity	Other achievements obtained
No additional achievements during the reporting period.	

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