



Greater Hume Shire

simply greater

Quarterly Management Report

Q1, 2016/2017

1: GREATER IDEAS BY OUR GREAT PEOPLE

A progressive community

Improve community participation in decision making

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---|---|----------|---|
| Improve community attendance at Council meetings and provide greater contact with local councillors. | 1.1.1.1 | Facilitate the advertising of information regarding Council meetings and events in accordance with legislation and time requirements and include on Council's web site. | Executive Assistant Governance and Economic Development | Compliance with statutory requirements. | 25% | Newspaper public notices advertising undertaken as required including monthly meeting notice. Website and facebook posts updated where appropriate. |
| | 1.1.1.2 | Investigate and implement enhanced online communication tools using technologies such as social networking mechanisms. | Executive Assistant Tourism & Promotion | Improved communication methods developed & initiated. | 50% | Ongoing, currently managing 3 facebook pages and investigating other social media alternatives. |
| | 1.1.1.3 | Hold a minimum of 2 Council meetings per annum at venues other than Culcairn or Holbrook. | Executive Assistant Governance and Economic Development | 2 or more meetings held at alternate venues. | 25% | Council has resolved to hold two meetings at venues other than Culcairn or Holbrook. In 2016/2017 the meetings will be conducted at Gerogery and Burrumbuttock. |

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| Instigate improved communication methods to facilitate discussion on the major issues covered within this plan. | 1.1.2.1 | Investigate contemporary community engagement practices. | Community Health and Wellbeing Coordinator | Expanded use of social media across all Council functions. | 35% | Using tools and support provided by IAP2, a range of communications methods are being used in community engagement on council projects. Training for councillors and relevant staff is being investigated to improve engagement methods and effectiveness. |
| Provide councillors with facilities and support (including training) to ensure their ongoing professional development. | 1.1.3.1 | Continue to implement councillor professional development program. | General Manager | Compliance with DLG requirements and attendance rate | 25% | Induction Manual updated and Induction training held prior to first Council meeting. |
| | 1.1.3.2 | Provide adequate equipment and support for the Mayor and councillors to undertake their role(s). | General Manager | Compliance with Councillors/Mayors Facilities and Expense Policy | 25% | New Councillors provided with IPADS. |
| Proactively use local media to ensure that challenges and opportunities that the Shire must contend with are fully disclosed to the community. | 1.1.4.1 | Produce regular editions of the community newsletter. | Executive Assistant Tourism & Promotion | Four editions produced each year within budget. | 30% | Spring Community Newsletter is out, currently working on Summer Community Newsletter. |
| | 1.1.4.2 | Coordinate and publish weekly classified advertisements | Executive Assistant Governance and Economic | Council advertisement published weekly. Council and town | 25% | Ongoing |

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| | | to promote Council activities, events and issues. | Development | websites updated regularly | | |
| | 1.1.4.3 | Ensure that timely information is communicated through a range of tools and that messages are consistent and easy to understand. | Executive Assistant Governance and Economic Development | Regular press releases issued. Website updated. Quarterly newsletter published | 25% | Newspapers, facebook, mail outs, website, media releases, community engagement guides (where appropriate) are utilised. |

Ensure that we have a succession of volunteers to enable our 'can do' attitude and care of the community to continue

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| Use the Shire's media to encourage newcomers and groups to become involved in volunteering in the Shire. | 1.2.1.1 | Maintain a volunteering page on Council's website to promote volunteering activities and link potential volunteers with appropriate services. | Executive Assistant Tourism & Promotion | Reviewed annually. | 30% | Currently there is a volunteering page on website and ongoing social media posts. |
| | 1.2.1.2 | Update information on volunteering in Council's Residents' Handbook to | Executive Assistant Governance and Economic Development | Volunteering opportunities included in town promotional material and Resident's | 25% | Residents Guide updated this quarter. This publication is printed in-house to ensure updated information is readily available for the community |

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| Provide a personal invitation to younger people to join community groups. | | encourage new residents to join local management committees, etc. | | Handbook | | |
| | 1.2.2.1 | LYSDO and CHWC to assess existing community groups for feasibility of inclusion of young people on committees and/or special projects. | Community Health and Wellbeing Coordinator | Funding obtained for establishment of a Youth Council. | 40% | Youth Advisory Committee (YAC) is proactive in forming partnerships with existing community groups. YAC was involved and participated in the organisation of the Carpe Diem Live Men's Health theatre performance in partnership with the Henty Local Health Advisory Committee and Men's Shed |
| | 1.2.2.2 | Deliver formal training in meeting procedures to Youth Advisory Committee members and develop projects to offer similar training through partnerships with schools in the shire. | Library and Youth Services Development Officer | Hold appropriate workshops annually. Support Lions Youth of the Year | 35% | The Youth Advisory Committee continues to meet on a monthly basis to discuss local youth issues, and to organise programs and events for other young people in the shire. Youth Advisory Committee member Emily Jones has been invited to be part of the 2017 Youth Week Committee. The first committee meeting was held in Sydney on Wednesday 28 September 2016. L&YSDO, LY&CT, & Youth Advisory Committee members meet with Carl from Hothouse Theatre to discuss options for the Heywire FRRR – Operation Defrost project. L&YSDO and Youth Advisory |

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| | | | | | | Committee members took part in a phone conference with Alexandria Neill from FRRR Heywire and other successful grant recipients. Youth Advisory Committee members attend the ACYP Speak for Yourself - Advocate for Children and Young People Conference in Sydney on Tuesday 25 July 2016. |
| Use Council's media to notify residents of current and future community projects run by volunteers, encouraging people of any skills level to become involved. | 1.2.3.1 | Include information on community projects in editions of the community newsletter. | Executive Assistant Tourism & Promotion | Volunteer recruitment information included in every Council newsletter. | 40% | Achieved and Ongoing. |
| Schools to assist in the community, e.g. through helping in aged care facilities. | 1.2.4.1 | Continue to participate in the REROC Take Charge and other volunteer initiatives to promote intergenerational activities. | Library and Youth Services Development Officer | Visits by students to aged care facilities and other community projects and programs. | 40% | Greater Hume Shire's Library, Youth and Information Trainee Hannah Daniell provided a presentation on "working for local Government" at the REROC Take Charge Forum in September. Letters were sent from Greater Hume Shire to high schools in the shire inviting them to the REROC Take Charge Forum. |

Enhance the opportunities for volunteering groups to receive the maximum funding possible

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| Community groups receive advanced notification of funding opportunities for all sectors. | 1.3.1.1 | CHWC to develop a database of community groups to facilitate the distribution of funding, training and capacity building opportunities | Community Health and Wellbeing Coordinator | Where appropriate, notification of grants included in weekly banner advertisement, website, direct correspondence, etc. | 100% | Database created and being used to inform community groups of funding opportunities. Evidence of effectiveness has been demonstrated in the high number of applications received for Council's Community Development grant round. All grant opportunities whether they are Council, state or federal grant rounds are advertised on the Greater Hume Shire website. |
| Increase opportunities for community project funding ensuring potential projects are well planned and plans are well advanced and regularly updated. | 1.3.2.1 | Priority project list be developed following input from councillors. | General Manager | List reviewed and endorsed by Council annually. | 0% | |
| Increase grant application writing capability through holding training for community groups. | 1.3.3.1 | Provide support to Murray Arts and other providers to host grant application seminars in the shire. | Community Health and Wellbeing Coordinator | Grant writing seminar held annually | 100% | Murray Arts decided not to provide grant writing seminars in the shire this year so Council hosted their own - one in Henty and one in Holbrook. Both were well attended and improved the grant writing skills of community group members who attended. |
| Ensure Council staff available to support and advise on the preparation of grant applications. | 1.3.4.1 | CHWC available to support community organisations | Community Health and Wellbeing | Ongoing support provided. | 25% | Assistance is offered to any organisation in Greater Hume Shire who expresses an interest in |

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| | | seeking grant funding. | Coordinator | | | applying for a Council Community Development Grant. In addition, assistance is provided to community and sporting groups seeking external grant funding. So far this financial year, the following groups have been supported with assistance in applying for external grants: Holbrook Australian Rules Football Club, Little Billabong Hall Committee, Brock/Burrum Netball Club and the Brocklesby Cricket Club. |

Improve leadership capability within the Shire

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| Community Development Officer position to be responsible for facilitating capacity building within community groups and engaging and identifying training and funding opportunities. | 1.4.1.1 | CHWC to develop a database of community groups to facilitate the distribution of funding, training and capacity building opportunities | Community Health and Wellbeing Coordinator | Plan and implement appropriate training interventions. | 100% | See 1.3.1.1 |
| Provide training and mentoring opportunities to our younger leaders. Ensure that training and mentoring is relevant to an individual's business or | 1.4.3.1 | Develop a young leaders training and mentoring program. Refer Action 1.2.2.2 | Library and Youth Services Development Officer | Young leaders training plan implemented. | 30% | L&YSDO and LY&CT continue to promote the Youth Advisory Committee. Youth Advisory Committee members attended the ACYP Speak for Yourself - |

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| circumstance. | | | | | | Advocate for Children and Young People Conference on Tuesday 25 July 2016 with Hannah Daniell Library Youth & Communication Trainee (LY&CT). L&YSDO and LY&CT are currently organising a teambuilding and leadership camp to be held at Great Aussie Holiday Resort Friday 9-10 December for members of the Youth Advisory Committee. |
| | 1.4.3.2 | Annually, conduct a Work Inspirations Day workshop with secondary school students in the shire. | Library and Youth Services Development Officer | Conduct Local Government Week activities. | 50% | The Greater Hume Shire is currently working with Billabong High School to conduct a Work Inspirations Day on Friday 18 November 2016. This will be a very interactive with 16-20 Year 9 Students from Billabong. |
| Improve leadership in community groups to facilitate greater accountability from community groups that manage Council's assets. | 1.4.4.1 | Review current management committee manual and provide updates to all management committees as required. | Corporate Services Manager | Review on an annual basis. | 100% | Completed in 2014 |
| Recognise leaders and their efforts in the media; encourage others within the community to take up leadership roles. | 1.4.5.1 | Promote community leaders through Australia Day awards. | Executive Assistant Tourism & Promotion | Media coverage of award nominees and their achievements published. | 40% | Nominations for Citizen, Young Citizen, Sports Award and Event of Year are open for Australia Day 2017 |

Provide opportunities for the community to continually learn

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| Investigate feasibility of developing additional libraries within the shire or improving access to library facilities and information services. | 1.5.1.1 | Investigate alternative methods of service delivery to rural and remote communities. | Library and Youth Services Development Officer | Report on mobile library usage and alternatives presented annually. | 30% | Libraries in the Greater Hume Shire are continually providing services to members of the community. The shire has 8 Mobile Library services which delivers to towns and villages in the shire ensuring that all members of the community have access to books, DVD, magazines and other information resources. The Riverina Regional Library also has an extensive eLibrary collection and information online accessible through the internet. |
| | 1.5.1.2 | Create and promote on-line library services. | Library and Youth Services Development Officer | Develop and implement an outreach program in schools to promote online resources in our libraries. | 30% | On-line library services are continually promoted to new and existing members, Shire newsletter, Facebook, , in community spaces and to the media. Greater Hume Shire library staff provide assistance to any members of the community who require assistance with their technological devices as well as training on downloading Riverina Regional Library applications such as Borrowbox, Zinio, or Freegal Music. Library staff are provided with updates on a regular basis from Riverina Regional Library staff on improvements and changes to |

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| | | | | | | the on-line library and recently attended training in September 2016. |
| | 1.5.1.3 | Investigate and implement new and innovative programs in Council libraries. | Library and Youth Services Development Officer | Children's programs delivered in conjunction with RRL. Youth programs delivered. Author talks conducted | 30% | The Henty Library's cultural wall has been completed with picture rails installed as well as a new display cabinet purchased for exhibitions. The GHS was successful in obtaining a Grandparents Day grant which will allow a partnership between Culcairn Library, Culcairn Early Childhood Preschool and the Red Cross to be formed. The partnership will be a Grandparents Day celebration to be held at the Culcairn Library on Tuesday 18 October 2016 with a special storytime session, and a photobooth, . Gillangoong Exhibition was on display at the Culcairn and Holbrook Libraries in September. Holbrook held a range of innovated craft project including creating board games during the September school holidays. |
| | 1.5.1.4 | Promote existing programs to increase library participation | Library and Youth Services Development Officer | | 30% | Tech Fridays, Computers for Seniors, Adults Computer classes are all provided at the three shire libraries to assist community members in improving access to |

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| | | | | | | information services. All programs in the Greater Hume Shire Libraries are continually promoted on Library Facebook pages, Websites, community notice boards and newsletters in the libraries. Both Culcairn and Henty Libraries have installed chalkboards on the walls in the libraries to promote the library as a creative space and to increase participation by young people. |
| Provide enhanced information on current mobile library services and when services are available in each town. | 1.5.2.1 | Publish mobile library timetable in each quarterly community newsletter. | Executive Assistant Tourism & Promotion | Timetable published in each newsletter and on website. | 30% | Achieved and Ongoing |
| Provide free wireless internet access at public locations (such as libraries) in each village and town. | 1.5.3.1 | Wireless internet access available at all static libraries within the shire. | Library and Youth Services Development Officer | WiFi available at Jindera and Walla Walla. | 50% | Wireless internet access continues to be available at all three static libraries in the shire. Providing access allows members of the public to bring their own mobile devices to the libraries to continue to learn. |
| Liaise with education and training providers on the possibility of running vocational courses within the shire. | 1.5.5.1 | Investigate opportunities of providing vocational courses at the Holbrook Community | Community Health and Wellbeing Coordinator | | 25% | Riverina TAFE continue to deliver courses from both the Holbrook CTC and Henty Library, successful so far, ongoing monitoring and meetings happening with TAFE |

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| | | Resource Centre. | | | | |
| Liase with regional School Based Trainee Coordinator to ensure linkages and pathways exist with further education and training providers (e.g. TAFE, university). | 1.5.6.1 | Establish partnership with TAFE Riverina Institute for the delivery of courses via video link. Host Work Inspiration Day in 2015. | Director Corporate & Community Services | Meetings conducted annually. | 50% | Planning for 2016 Work Inspiration day underway. Event scheduled for Friday 18 November 2016 |

A sustainable community

Attract new residents to the Shire

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| Continue with the Shire's Image Strategy, ensuring that a promotion plan is created that guides any advertising. | 2.1.1.1 | Review 'simply greater' branding strategy | General Manager | Branding strategy proposal submitted to Economic Development Committee, Tourism Advisory Committee and Council. | 0% | |
| Design and distribute a brochure in Albury highlighting the housing affordability, availability of services & facilities, easy commute and 'tree change' characteristics of the Shire. | 2.1.2.1 | Develop a 'housing affordability/lifestyle' brochure for distribution. | Executive Assistant Governance and Economic Development | Brochure completed & distributed through local & regional outlets (e.g. real estate agents, etc.) and participation in regional promotion campaigns. | 20% | Valuable insights have been gained via the Business Survey, and focus group sessions held with community groups and business which will flow into the housing affordability brochure. Efforts this quarter have centred on creation of draft Economic Development and Social Plan which is nearing completion. Strategic actions emanating will include the creation of a housing affordability brochure. |
| Develop a program of regular media interest stories on destinations and events that highlight the community based lifestyle in the Shire. | 2.1.3.1 | Develop and maintain close links with local and regional media outlets. | Executive Assistant Tourism & Promotion | Monthly distribution of 'what's on in GHSC' email mailout. Number of media releases issued (target 26 per annum). Regular articles in community | 30% | Achieved and ongoing, Whats On July, Aug and Sept sent to media outlets, Australia Day media release and also daily posts on events throughout shire on facebook. |

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| | | | | newsletters | | |

Improve leadership capability within the Shire

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| Reduce the red tape involved with introducing water reuse schemes into local communities. | 2.2.2.1 | Lobby Office of Environment & Heritage to introduce realistic water quality standards for reuse schemes. | Director Engineering | Issue raised directly with DECCW and through LGSA. | 10% | Whilst issues haven't been raised directly with DECCW and through LGSA, some discussion with officers of Dept of Heath have been had in an informal process to consider what can be done to improve the process |
| Lobby Government to make it economically viable for individuals and businesses to move to renewable energy. | 2.2.6.1 | Make representations to both State and Federal Governments to ensure that renewable energy initiatives are economically viable for individuals and businesses. | General Manager | Representations made and a response received from relevant State & Federal Government Departments and other relevant agencies. | 0% | Trial energy audit undertaken on the Culcairn Office with funding provided by Office of Environment and Heritage. |

Proactively seek to attract industry and business

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| Implement the actions described in Goals 9 to 11 | 2.3.1.1 | Implement the actions described in Goals 9 to 11 | General Manager | | 15% | Tender documentation for expansion to Jindera Industrial Estate completed. |

To be as effective as possible with our funding constraints

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| Cooperatively work with surrounding councils to identify where resources and costs can be shared. | 2.4.2.1 | Maintain membership of strategic bodies that utilise resource sharing capabilities to the benefit of Greater Hume Shire Council. | General Manager | Internal audit program completed on schedule and recommendations implemented. Report presented to Council on an annual basis | 25% | Membership of REROC and RAMROC maintained. Initial submission made to Office of Local Government on Joint Organisation boundaries. |
| | 2.4.2.3 | Continue Road Safety Officer program in conjunction with Lockhart and Urana Councils. | Director Engineering | Road Safety Officer project plan developed and implemented on an annual basis. | 100% | Council has met all required criteria in our Joint agreement with RMS and Lockhart and Federation councils |
| | 2.4.2.4 | Investigate the feasibility of cross shire border initiatives (e.g. utilisation of plant fleets, human resource sharing, | Director Engineering | Discussions held with neighbouring councils. | 25% | Further gravel has been purchased from Lockhart shire in the last quarter of 2016. It is proposed to have more in-depth discussions with our adjoining neighbours on future joint initiatives. |

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| | | etc.). | | | | |
| Cooperatively work with neighbouring councils to obtain larger grants for works that benefit each council. | 2.4.3.1 | Be active participants in REROC and RAMROC to ensure funding opportunities are maximised. | General Manager | Membership of RAMROC and REROC maintained. | 0% | Refer 2.4.2.1 |
| Lobby State & Federal Governments for a greater proportion of tax revenue. | 2.4.4.1 | Be active participants of REROC and RAMROC to provide a forum for raising revenue capacity issues. | General Manager | Issue raised in other forums (LGSA, etc.) when opportunities arise. | 25% | Significant contributor to REROC's submission to the IPART review of Local Government Rating. |
| | | | | Membership of RAMROC and REROC maintained. | | |

2: A SIMPLY GREATER PLACE TO LIVE

For all of our towns and villages to benefit from this Plan.

To offer reasonable services close to home

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| Seek to attract interested businesses to supply core needs of towns and villages such as post offices, chemists, general stores, fuel outlets, etc. | 3.2.1.1 | Identify new business and service opportunities. | Executive Assistant Governance and Economic Development | Report no. of new businesses and services to Council quarterly. | 30% | Caltex Service Centre (\$6M development) opened in October 2016, creating an estimated 25 new jobs in the shire. Jindera Service Station nearing completion will meet a much needed demand for fuel services in Jindera. New storage facility will open shortly in Holbrook. |

To proactively manage the impacts associated with the opening of the bypasses of Woomargama and Holbrook

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| Maintain generic business signage for key impulse stop-over reasons. | 3.4.2.1 | Liaise with business owners to ascertain interest in establishing highway signage. | Executive Assistant Governance and Economic Development | Completed. | 100% | Completed |
| Investigate the possibility of niche tourism marketing strategies around the characteristics of the bypassed towns (e.g. 'home of the | 3.4.3.1 | Establish billboards and other signage to promote Holbrook and | Executive Assistant Tourism & | Completed - other opportunities will be investigated as they | 100% | Achieved and ongoing, refreshed billboard for Mullengandra has been forwarded to Ooh Media. |

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| sub', 'gateway to upper murray'). Conduct a visitors' survey to be distributed by local businesses (e.g. hotels, motels and eateries) and the visitor centre in Holbrook to understand the needs of tourists and 'passing by' visitors. | | Woomargama. | Promotion | arise. | | |
| | 3.4.3.2 | In partnership with Roads & Maritime Services seek funding for the construction of ANZAC Avenue of Honour. | Executive Assistant Governance and Economic Development | Project approval obtained and project completed by 2015. | 100% | Completed |
| | 3.4.4.1 | With support of local businesses conduct a visitors/ business survey within 12 months of the completion of the bypass. | Executive Assistant Tourism & Promotion | Survey conducted. | 100% | Achieved and ongoing |

A welcomed, supported and involved community.

To maintain a sense of community (and involve people)

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| Reintroduce welcome packs to new residents, including a local directory of community groups. | 4.1.1.1 | Develop welcome pack information for community committees to distribute. | Executive Assistant Governance and Economic Development | Residents Guide updated annually. promotional tools developed | 25% | Residents Guide updated in the quarter and available at council offices and online. Electronic local directory of community groups is available on Council's website. Reintroduction of welcome packs to new residents is an action for the draft Economic Development and |

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| | | | | | | Social Plan, currently being reviewed. |
| Each town and village to develop a common goal, based on the strategic actions within the Greater Hume 2030 Community Strategic Plan, to develop a sense of belonging. | 4.1.1.2 | Participate in regional advertising campaigns promoting the Shire as an alternative place to live. | Executive Assistant Governance and Economic Development | Maintain membership of promotional agencies (e.g. C Change Bureau). | 0% | No action this quarter. RDA Riverina has withdrawn funding to support the Country Change website. The draft Economic Development and Social Plan will address the need to maintain a sense of community (and involve people). |
| | 4.1.2.1 | Facilitate the development of a theme for each town and village within the Shire. | Director Corporate & Community Services | At least one town or village consulted each year to develop an appropriate theme and branding. | 50% | To be completed as part of the implementation of revised Economic Development & Social Plan |

To provide support to all in a large shire and improve communication and connection

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| Improve the frequency of communicating events to the community through the use of radio, newspapers, Council website and tourist information centres. | 4.2.3.1 | In conjunction with community organisations improve the promotion of events throughout the shire. (Also refer 2.1.3) | Executive Assistant Tourism & Promotion | No. of events promoted on Council town websites, council community newsletter, etc. Number of media releases issued in relation to community events. | 35% | Achieved and ongoing, 35 events in 1st quarter promoted through facebook, Whats On, town and shire websites, Destination NSW, Tourism Australia. |

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| Encourage the community to provide more input to newspapers and newsletters. | | | | Number of articles appearing in print and electronic media. | | |
| | 4.2.3.2 | Promote increased use of GHSC and town websites to community groups. | Executive Assistant Tourism & Promotion | Increasing number of hits on website events page. | 50% | Improved the events and news pages on town websites so it is easier to include more shire wide events and news items listed. Total Visits for Sept 2015 and 2016, Culcairn (239,302), Henty (875,1009), Holbrook (1196, 1410), Jindera (185,216) and Walla Walla (247, 373). |
| | 4.2.3.3 | Conduct website training. | Executive Assistant Tourism & Promotion | Number of volunteers trained. | 35% | Achieved and ongoing. one Holbrook and Walla Walla training session. |
| | 4.2.4.1 | Increase the number of positive stories about the shire and our communities. | Executive Assistant Tourism & Promotion | Number of positive stories in local and regional media and websites about community issues and achievements. | 25% | Achieved and ongoing, 12 articles in print media, numerous posts in social media. |

To increase the life education that our younger people receive

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| Provide our younger people with training in the areas of: • mental health • drugs, smoking and alcohol • racism and discrimination • antisocial behaviour • creative and practical skills development • driver education • protection of the environment, the need for recycling and climate change. | 4.3.1.1 | Continue to investigate funding opportunities to address youth risk taking behaviours. | Library and Youth Services Development Officer | No. of programs undertaken. | 35% | LY&SDO is working with Billabong High School's Careers Advisory in organising RSA training to be held at the school on Friday 4 November. The Greater Hume Shire was successful in receiving \$4693 in funding from FRRR ABC Heywire Youth Innovation Grant Operation Defrost Project. The project will be a 10 minute play on the impact of drugs on young people in families and will be held at the Billabong High School's Mental Health Forum on Thursday 16 March 2016. |

Maintained and improved services, facilities and infrastructure throughout the Shire.

To agree as a community on the strategic upkeep of our services and facilities

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| Determine the resources needed for maintaining and improving services and facilities through time | 5.01.1.1 | Review Asset Management Plans on an annual basis. | Director Engineering | Asset Management Plans reviewed by 31 December annually. | 75% | Transport Asset Management Plans has been reviewed and review of Roads Strategy is underway |
| | 5.01.1.2 | Review Asset Management | Director Engineering | Asset Management Strategy reviewed by | 0% | Refer Action 5.01.1.1 |

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| Council to lobby for funding to maintain services and facilities. | | Strategy on an annual basis. | | 28 February annually. | | |
| | 5.01.4.1 | Maintain membership of ROC's to ensure appropriate avenues to lobby for additional funding are maintained. | General Manager | Membership of ROC's retained. | 25% | Participant in REROC's Fixing Country Roads successful funding application for bridge assessments. |
| | 5.01.4.2 | Lobby other levels of government to ensure timely implementation of NBN and improved telecommunications across the shire. | General Manager | No. of representations to Federal and State Governments in relation to funding and implementation issues. | 0% | Council is provided with regular updates from Community Liaison Manager. Fibre build at Culcairn scheduled to commence October and Henty and Holbrook November 2016. |

To provide and maintain safe and serviceable public facilities and infrastructure including roads, drainage and footpaths

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| Ensure that all land and buildings owned and controlled by Council are maintained in an appropriate manner and utilised for the designated and appropriate community purpose. | 5.02.01.1 | Develop an annual maintenance program and budget for inclusion in draft budget. | Director Environment & Planning | Annual Maintenance program prepared and presented to Council for consideration. | 100% | Annual Budget was prepared to align with the annual maintenance budget |
| Ensure that all aspects of Council's cemetery operations are carried out | 5.02.2.1 | Implement an annual maintenance | Manager Waste & Facilities | Annual maintenance program and service | 100% | All cemeteries are being maintained to a high standard with |

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| in an appropriate manner with due respect and accuracy. | | program and service standards for cemeteries. | | standards developed and implemented. | | regular inspections and contact with the contractor. Wet weather had impacted on the mowing regime late winter but there have been no complaints from ratepayers. |
| | 5.02.2.2 | Maintain maintenance contract(s) for Culcairn, Henty, Holbrook Jindera and Walla Walla cemeteries. | Manager Waste & Facilities | Annual maintenance contract for cemeteries in place. Minimal complaints received | 100% | The cemeteries have been maintained to a high standard and the contractor is managing the maintenance as per the contract. |
| Establish and maintain a rolling works program to ensure public conveniences are maintained to an appropriate standard. | 5.02.03.1 | Develop and maintain an annual maintenance program and service standard for public conveniences. | Director Engineering | Annual maintenance program and service standard developed and implemented. | 100% | Public convenience maintenance has been completed to required standards with minimal complaints |
| | 5.02.03.2 | Review and implement annual service standards for public toilets. | Director Engineering | Minimal complaints received. | 100% | Public conveniences maintained to appropriate standards with minimal complaints received |
| Provide an overall system of management that allows community committees to control the facility under their care in accordance with the needs and | 5.02.04.1 | Refer Action 1.4.4.1 | Corporate Services Manager | | 100% | Management Committee manual completed in 2014 |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|----------------------|---|----------|---|
| requirements of the community. | | | | | | |
| Ensure all urban roads within all communities are sealed or where unsealed are maintained in accordance with a system of programmed maintenance. | 5.02.05.1 | Maintain a maintenance management system. | Director Engineering | Appropriate levels of maintenance carried out and within budget. | 25% | Extremely wet weather over the first quarter of the 2016 2017 year has resulted in increased maintenance requirements on all urban and rural roads. Ongoing maintenance will be undertaken to the maximum standard possible given budget restraints |
| | 5.02.05.2 | Develop an annual capital works program. | Director Engineering | Capital works program complete and within budget. | 100% | Capital Works program for 2016/17 developed and adopted as part of budget process |
| Ensure that a quality rural road network is provided and maintained throughout the Shire. | 5.02.06.1 | Develop an annual capital works program. | Director Engineering | Capital works program completed and within budget. | 100% | Duplicate Action. Refer Action 5.02.05.2 |
| Provide and maintain a suitable footpath network in our urban centres. | 5.02.07.1 | Maintain an inspection and maintenance system. | Director Engineering | Capital works program completed and within budget. | 100% | Duplicate action. Refer Action 5.02.05.1 |
| | 5.02.07.2 | Maintain an annual capital works program. | Director Engineering | Inspection and maintenance system approved by Council. | 100% | Council has adopted an annual footpath capital works program |
| Provide and maintain a suitable stormwater drainage network including an adequate kerb and gutter network. | 5.02.08.1 | Implement the inspection and maintenance system. | Director Engineering | Inspections carried out in accordance with service standards. maintenance carried | 25% | Extremely wet weather over the first quarter of the 2016 2017 year has resulted in increased maintenance requirements on all urban and rural roads and |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|----------------------|--|----------|--|
| | | | | out within the budget of Council | | drainage. Ongoing maintenance will be undertaken to the maximum standard possible given budget restraints |
| | 5.02.08.2 | Develop an Annual Capital Works Program. | Director Engineering | Capital works program completed and within budget. | 100% | Council has adopted an annual kerb and stormwater drainage capital works program |
| Provide an adequate system of street lighting to all developed commercial and residential areas of towns and villages. | 5.02.09.1 | In consultation with communities across the shire, implement a street light upgrade program. | Director Engineering | Annual street light upgrade program completed and within budget. | 50% | Some street lighting has been installed with all town committees requested to provide their priorities for the sites for additional lighting |
| Provide a secure and reliable water supply to the community. | 5.02.10.1 | Provide and maintain and operate water supplies that meet the needs of shire residents. | Director Engineering | % compliance with public health drinking water standards.No. of water quality complaints received.No. of unplanned supply interruptions. | 25% | No complaints other than when breaks have occurred in the mains. 100% compliance with drinking water standards (testing) |
| | 5.02.10.2 | Implement water wise initiatives to promote reduced water consumption. | Director Engineering | Annually distribute brochure on wise water use. | 25% | Some preliminary work undertaken for water wise initiative to be implemented in late 2016 |
| Manage wastewater and effluent in a sustainable manner. | 5.02.11.1 | Provide and maintain sewerage disposal and effluent | Director Engineering | % compliance of licensing requirements. | 25% | No complaints other than when breaks have occurred in the mains. 100% compliance with EPA |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|----------------------|---|----------|--|
| Coordinate and manage the ongoing maintenance and renewal of Council's plant and fleet. | | re-use systems that meet the needs of residents of the shire. | | Number of unplanned service interruptions. Annual capital works program developed | | licences (testing) |
| | 5.02.11.2 | Adopt appropriate pricing schemes for LTW discharges. | Director Engineering | LTW pricing reviewed annually. | 100% | LTW Pricing for 2016 2017 year has been determined and adopted by Council |
| | 5.02.12.1 | Maintain and operate Council's plant fleet to ensure the timely completion of Council's Works Program. | Director Engineering | Plant replacement program implemented. Plant reserve maintained | 25% | Some plant purchases have been delayed, however completion of remaining purchases are proposed to be completed during the course of the 2016 2017 year |

Investigate the implementation of new cost effective sewerage systems where required by environmental pressure and/or community desire

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|----------------------|--|----------|---|
| Consult with relevant State agencies in respect of design and funding of sewerage schemes in small villages e.g. Burrumbuttock, Gerogery and Woomargama. | 5.03.01.1 | Liaison with relevant Federal and State Government funding bodies to augment effluent disposal systems in Burrumbuttock, Gerogery and Woomargama. | Director Engineering | Funding applications lodged where appropriate. | 10% | No applications lodged, waiting for funding opportunities, with some base costing completed. Some works proposed at Burrumbuttock to extend Council's current effluent management system to alleviate some site specific issues |

To improve youth services, activities and facilities

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|--|----------------------------|----------|--|
| Provide more activities and facilities for our younger people including: investigating the feasibility of skatepark(s) concerts and movies. | 5.04.02.1 | Liaise with Henty Skatepark Committee to formalize partnerships with the Youth Advisory Committee in relation to the development of the Henty Skate Park. | Library and Youth Services Development Officer | Movies at the pool nights. | 50% | L&YSDO and Youth Committee continue to work together to promote the Henty Skate Park. The latest project is organising Totem Skateboarding School to attend the Henty Skatepark for the Australia Day celebrations in Henty on Thursday 26 January 2017. The Greater Hume Shire Youth Committee will assist with registration and the BBQ on the day. |
| | 5.04.02.2 | Continue to provide a range of youth activities across the shire in Youth Week and school holiday periods. | Library and Youth Services Development Officer | | 30% | L&YSDO, LY&CT, & Youth Advisory Committee members worked together to provide July school holiday activities which included a movie night and BBQ at the Henty Lifestyle Centre. Also a trip to Albury Indoor Rock Climbing Wall. L&YSDO, LY&CT, Youth Advisory Committee members worked together to provide September school holiday activity Bubble Soccer, and Giant Jumping Castle. Over 100 young people attended this event on Wednesday 28 September 2106. CASP grant Springtide Scribblers short stories are on display at Holbrook art Show then Billabong High School |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|--|--|----------|--|
| | | | | | | and Henty, Culcairn and Holbrook Libraries. L&YSDO is currently working with Brocklesby Public School to hold a movie night for the community on 24 November 2106. |
| Provide opportunities for youth to interact by holding an annual forum for existing youth groups to meet. | 5.04.05.1 | Identify existing youth groups within the shire. | Library and Youth Services Development Officer | Database of youth groups completed and maintained. | 70% | The Library, Youth and Communications Trainee is continuing the process of identifying existing youth groups within the GHS. |
| Approach tuition providers (in music, dance, arts, sports and cultural activities) to canvass the possibility of providing outreach activities in the shire. | 5.04.07.1 | Develop a list of youth cultural providers. | Community Health and Wellbeing Coordinator | Development and publication of database. | 0% | |

To maintain our health and aged care services

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|--|--|----------|--|
| Support a forum involving Council, service providers and the community on local health and aged care and its management. | 5.05.01.1 | Support ongoing development of Community Health & Wellbeing Alliance. | Community Health and Wellbeing Coordinator | Attendance at interagency continuum care meeting, etc. | 40% | The GHSC Health and Wellbeing Alliance is established and works to provide closer relationships with and between Council and service providers in the shire. The next Alliance meeting will be held in October in Henty and will focus on Council's Disability Inclusion Action Plan. The CHWBC continues to be a member of the Local Health |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|---|----------|---|
| | | | | | | Advisory Committee and the Library and YSDO also regularly attends REROC Youth Services meetings and Urana Interagency meetings |
| Lobby government to retain and maintain our Shire's health and aged care services. | 5.05.02.1 | Maintain strong relationships with relevant government and non government funding bodies and service providers. | Director Corporate & Community Services | Services expanded where community need identified and funding secured. Existing services maintained | 100% | Actions and projects detailed in the adopted Community Health & Wellbeing Plan |
| Proactively participate in the Murrumbidgee Local Health District and Hume Medicare Local to ensure health services and facilities that adequately address current and emerging health and lifestyle needs. | 5.05.03.1 | Develop a strong working relationship with Local Health Networks. | General Manager | Meeting with Local Health District held at least annually. | 25% | Currently Council has been participating in monthly teleconferences with Murrumbidgee Local Health District and the Murrumbidgee Primary Health Network. |
| Continue developing succession plans for our general practitioners, visiting specialists and other medical practitioners. Then implement. | 5.05.08.1 | Liaise with local service providers and community reference groups to ensure continuity of service. | General Manager | Meetings held with service providers and community groups annually. Succession planning strategy for GP's and VMO's developed and reviewed annually | 25% | Murrumbidgee Primary Health Network undertook survey of GP's to identify gaps in allied health services. No significant gaps identified. Availability and cost of community transport continues to be an issue across the Shire |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|--|--|----------|--|
| Consider ways to encourage local youth to consider careers in aged care industry (e.g. possible traineeships, school excursions, etc.). | 5.05.14.1 | Liaise with TAFE Riverina to provide opportunities for aged care industry specific training via existing video conferencing technology at Holbrook and Henty | Community Health and Wellbeing Coordinator | No. of aged care traineeships offered in the shire. | 10% | One meeting has been held with Riverina TAFE about providing more specific aged care industry training using the videoconferencing technology at Holbrook. Riverina TAFE were keen to pursue and will follow up with planned courses to be made available. |
| Address mental health needs in the shire, particularly targetting the farming sector. | 5.05.15.1 | Develop actions through the Community Health & Wellbeing Alliance to address mental health issues in the shire. | General Manager | Discussions held with relevant agencies on an annual basis. | 25% | Partnered with Rural Adversity Mental Health Program to host two performances of Carpe Diem in October 2016. Youth Action Council successful in obtaining a FRRR Heywire grant to develop and produce a play to be showcased as part of Billabong High Schools Mental Health Forum to be held in March 2017. |
| | | | | Discussions held with relevant agencies on an annual basis. | | |
| Provide accessible and inclusive high quality, integrated community services that meet current and emerging needs of the community. | 5.05.16.1 | Undertake strategic planning for social services, equity, access etc to meet the community's needs especially services required for the disadvantaged. | Director Corporate & Community Services | Members of hard to reach communities engaged in the review/update of the strategic plan. | 100% | Community Health and Wellbeing Plan being developed including the establishment of a formal alliance with service providers and other relevant agencies |

To improve the availability of policing, emergency and ambulance services in the Shire

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|-----------------|------------------------------|----------|----------------------------------|
| Lobby the Government for increased policing, emergency and ambulance presence. | 5.06.01.1 | Make representation to the relevant State Ministers and Member for Albury to ensure the retention of existing service levels and increase services levels where gaps exist. | General Manager | No. of representations made. | 0% | No representations made to date. |

To improve the availability of childcare services and facilities within the Shire

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|--|---|----------|--|
| Continue to review adequacy of existing childcare services and identify gaps in the provision of services according to the needs of local families. | 5.07.01.2 | Undertake an annual review of existing child care services provided through engagement with preschools and other children's services. | Community Health and Wellbeing Coordinator | Annual report to Council on outcomes of review. | 5% | Regular reviews of Family Day Care providers and their services have been undertaken. Preschools and other children's services review have yet to be undertaken this year. |
| Investigate options for maximising opportunities through the use of existing buildings and early childhood providers to improved childcare services. | 5.07.02.1 | Encourage expansion of innovative child care services (including OOSH) | Community Health and Wellbeing Coordinator | Increased no. of in venue family day care services. | 10% | Currently under investigation is a Family Day Care OOSH model that could potentially be run from the new Jindera MSO building currently under construction. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|--|---|----------|--|
| | | across the shire | | | | |
| Ensure that Greater Hume Children Services remains a relevant and reliable service. | 5.07.04.1 | Maintain an ongoing marketing strategy to continue to raise the profile of family day care as a career and a service. | Community Health and Wellbeing Coordinator | No. of family day care carers. Number of children in care (EFT) | 30% | Marketing strategy is underway as part of the new Greater Hume Children Services Strategic Plan. |

To continue to provide the community with schooling services they require

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|--|--|----------|---|
| Improve schools through: ••• greater involvement from parents in P & C associations. providing children with life skills (refer Strategy 4.3). offering programs for talented students. | 5.08.3.1 | Develop partnerships with education and other providers such as MICEEP to deliver programs and services that provide young people with skills in a range of life education areas. | Library and Youth Services Development Officer | Meeting held annually with school principals each September. | 30% | 2C4S educators meet at the Culcairn and Henty Libraries in August to provide information sessions on this initiative. Two young people members of the Culcairn community signed up. Projects Compact from Wagga has again invited members of the Greater Hume Shire staff to provide mock interviews for students undertaking the CREW program at Billabong High School. L&YSDO is working with Billabong High School Careers Adviser Naomi Toogood in organising RSA training to be held at the school on Friday 4 November. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|--|---------------------|----------|--|
| Provide assistance and support to families who cannot afford or support education for their children. | 5.08.3.1 | Continue to provide free Wifi at Council libraries and continue to develop Homework Clubs across the shire. | Library and Youth Services Development Officer | | 30% | The Henty and Holbrook Libraries continue to hold the After School Study Club on a weekly basis. Free access to computers,Wifi, reference information, and online up to-date, authorised, and accurate resources continues to be available at all GHS libraries to provide assistance and support for families who do not have access to the internet. |

To improve our cultural facilities

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|---|---|----------|--|
| Implement initiatives that consider how cultural and arts activities can contribute to the community to be documented in a Cultural Management Plan. | 5.09.1.1 | Develop a cultural management strategy in consultation with Murray Arts. | Executive Assistant Tourism & Promotion | Strategy presented to Council for adoption subject to funding opportunities. | 100% | Murray Arts have placed this on hold. |
| Increase the number of people participating in the arts and cultural activities through promotion of diverse activities in the media | 5.09.2.2 | Promote cultural events locally and regionally. | Executive Assistant Tourism & Promotion | Number of cultural events promoted in media (community newsletter, website, media releases, 'What's On in GHSC', etc.). | 25% | Achieved and ongoing, 8 cultural events promoted |
| | 5.09.2.3 | Work with organisations such | Community Health and | No. of activities per | 0% | |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|-----------|-------------|--|---|--|----------|--|
| | | as Murray Arts to facilitate the hosting of cultural activities throughout the shire . | Wellbeing Coordinator | annum. | | |
| | 5.09.2.4 | Seek opportunities through Museums and Galleries NSW to provide guidance, training and expertise to our public and private museums and historical society's such as museum advisors, grants and volunteer and skill development workshops. | Executive Assistant Tourism & Promotion | Continued engagement of Museum Advisor assisting our public museums on a individual basis from volunteer management, significance, displays, cataloging etc and holding a one day museum/heritage workshop in Greater Hume Shire on common themes as assessed by Museum Advisor. | 30% | Tabled at October GHSC meeting was Community Museums Strategic Plans, Sum of Us project nearly completed, Diversity project at planning stage. |

To maintain our community halls

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|----------------------------|---|----------|---|
| Utilising the completed audit of community halls, undertake the required maintenance as required | 5.10.1.2 | Undertake maintenance works as required | Manager Waste & Facilities | Annual maintenance and capital works in accordance with | 80% | Maintenance is being performed on halls when notified by hall committees and users. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|-----------|-------------|--------|----------------|----------------------------|----------|---|
| | | | | annual capital works plan. | | The Holbrook Hall refurbishment is near completed and the Gerogery Hall flooring has recently been re-stumped and replaced. |

To maintain and improve our sports and recreation facilities

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|--|---|----------|--|
| Undertake a survey of the community every 2 to 4 years to obtain feedback on condition of facilities. | 5.11.3.1 | Undertake a community survey on appropriateness of service mix and quality of delivery. | Manager Waste & Facilities | Survey completed and report submitted to Council. | 0% | Need to find out how this can be accomplished... |
| Develop a maintenance schedule, taking into consideration the results of the community survey described in Strategy 5.11.3. | 5.11.4.1 | In conjunction with management committees, review the condition of sports and recreational facility assets | Manager Assets | Capital works upgrade program presented to Council in February annually. | 0% | |
| Explore grant options available through the AFL, Cricket Australia and other peak bodies. | 5.11.5.1 | CHWC to develop a database of sporting groups to facilitate the distribution of funding, training and capacity building opportunities | Community Health and Wellbeing Coordinator | No. and % of successful grant applications lodged. Identify funding opportunities | 60% | Database developed and as grants are released from state and federal sporting organisations, they are advertised on the GHSC website and emailed to relevant groups. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|----------------------|---|----------|--|
| Continue to provide access to Council plant for use by volunteers upgrading recreation reserves. | 5.11.6.1 | Investigate and develop a policy in relation to access to Council plant by management committees of Council. | Director Engineering | Annually advise recreation reserve management committees main points of section 355 operations manual. Publicise Council's policy in relation to access to Council plant at least annually. | 50% | 355 Committees have been advised of access to Council Plant Policy |

Enhanced access to services and facilities throughout the shire.

To provide physical access to services and facilities for those less mobile within the community

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---------------------------------|---------------------------------|----------|---|
| Undertake a forum with the elderly, people living with a disability and parents with prams to develop an Access Action Plan. Consideration should be given to prioritising shops and other services that require, for example: • • automatic doors, hand rails, ramps; and enhanced parking for the less mobile. | 6.2.1.2 | Provide design advice for the provision of equitable building access. | Director Environment & Planning | Advice provided when requested. | 100% | Ongoing requirement. Advice was recently provided to a business owner in Henty and another in Holbrook. |

Continue to advance our identity and reputation.

Continue to enhance our identity and cohesion

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|---|--|----------|--|
| Conduct a 'Shire wide' pride campaign to improve internal image perceptions. | 7.1.1.1 | Prepare regular stories that highlight the achievements of Council. | Executive Assistant Governance and Economic Development | No. of positive media releases issued. Distribution of quarterly community newsletter | 25% | Shire wide pride campaign continues. Jills Cuisine featured in Spring newsletter. |
| Develop a public campaign which highlights that Council is 'working' for the Shire as a whole. | 7.1.2.1 | Continue to promote collaborative events across the shire. | Executive Assistant Governance and Economic Development | No. of collaborative events held (e.g. Australia Day). | 25% | Annual Australia Day event is sponsored by GHSC. Buy Local in GHS continues. Council's Councillor Attraction Strategy rolled out in the quarter. Articles included in the Spring issue of newsletter included: 2016 Customer Satisfaction Survey results, Community Development grants available for community organisations across the shire, Shire Wide Shire Pride. |
| Hold community events to continually create greater community identity (ie who we are) and cohesion. | 7.1.3.1 | Conduct community events to reinforce community identity and cohesion. | Executive Assistant Tourism & Promotion | Hold at least two Council meetings annually at venues other than Holbrook and Culcairn. Continue to ratate Australia day throughout the shire | 25% | Currently planning Australia Day in 2017 at Henty. Promoted over 30 community events in 1st quarter, November GHSC meeting will be held at Gerogery. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---|------------------------------------|----------|---|
| Continue to maintain calendar of community events that take place throughout the shire. | 7.1.4.1 | Encourage and support communities to develop and deliver events. | Executive Assistant Tourism & Promotion | No. of community events supported. | 25% | over 30 community events supported in 1st quarter |

To implement best practice effective governance

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---|---|----------|--|
| Maintain the currency, legislative compliance and clarity of Council's Policy Manual. | 7.3.1.1 | Regularly review the appropriateness and currency of Council's Policy Register. | Director Corporate & Community Services | Policies reviewed within adopted timeline. | 25% | Review of Council's Policy Register continuing and ongoing |
| Implement best practice governance strategies. | 7.3.2.1 | Progressively implement strategies outlined in Council's Fit for the Future Improvement Action Plan. | Director Corporate & Community Services | Annual review conducted and report provided to Council no later than 30 June. | 25% | Service reviews commenced. Participation in Riverina JO continuing |
| | 7.3.2.2 | In conjunction with the Audit Committee develop and implement a revised Internal Audit program | Director Corporate & Community Services | | 100% | Audit Program for 2016/16, 2016/17 and 2017/18 confirmed with Internal Audit provider and updated at November 2016 Audit Committee meeting |
| Maintain effective and open complaints handling processes. | 7.3.3.1 | Undertake effective investigation and resolution of | Corporate Services | Provision of monthly Customer Action Requests report to | 25% | Customer Action Request reports submitted to Council monthly |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---|--|----------|---|
| | | complaints. | Manager | Council. | | |
| | 7.3.3.2 | Provide frontline customer service centres at Holbrook, Culcairn, Jindera, Henty and Walla Walla. | Corporate Services Manager | Assessment of customer satisfaction with standard of service provided through community satisfaction survey. | 25% | All customer service centres operating effectively |
| Monitor and manage personal and private information | 7.3.4.1 | Meet statutory requirements of Government Information Public Access Act (GIPAA), Privacy & Personal Information Protection Act (PIPPA) and Public Interest Disclosures (PID). | Director Corporate & Community Services | Annual report on GIPA, PIPPA and PID inquiries presented to Council. | 100% | All reporting requirements being met |
| Develop and implement reporting mechanisms to meet Integrated Planning & Reporting requirements. | 7.3.5.1 | Review all Integrated Planning and Reporting documents on an annual basis. | Director Corporate & Community Services | Asset Management Plans and Resourcing Strategy reviewed annually by 28 February. | 25% | Review of Economic Development & Social Plan commenced which will inform revised IP&R documents. The full suite of IP&R documents will be updated and adopted for new four-year reporting period commencing 1 July 2017 |

Be a responsible employer of choice

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---|---|----------|--|
| Implement best practice human resource policies and strategies to attract, engage, develop and retain the best and highly skilled staff to strengthen workforce capacity. | 7.4.1.1 | Implement strategies from Workforce Management Plan. | Director Corporate & Community Services | Annual report on implementation of Workforce Management Plan presented to Council. | 25% | Ongoing. Workforce Management Plan to be revised and updated as part of review of IP&R documents |
| Provide a safe work environment. | 7.4.3.1 | Integrated risk management system developed and implemented. | General Manager | WHS Committee meets a minimum of 6 times per year. | 25% | Work continuing on development and implementation of Integrated risk management system. Third StateCover grant obtained to build leadership capacity. |
| | 7.4.3.2 | Injury management and rehabilitation services provided. | General Manager | Cost of workers compensation insurance as a percentage of total wages is at or better than Statecover average.85% of injuries/incidents reports to insurer within 24 hours. | 25% | Rehabilitation outcomes retained and policies adopted to ensure pre employment and post employment medical undertaken along with return to work medicals for work and non work related injuries. |
| | 7.4.3.3 | Staff wellbeing initiatives provided. | General Manager | Staff wellbeing event held annually. | 25% | Third StateCover grant obtained to undertake an Active and Confident WHS Leadership program. |
| Provide modern, safer and well maintained systems, processes, | 7.4.4.1 | Implement an effective plant and fleet replacement | Director Engineering | Plant replacement program implemented within | 25% | Some plant purchases have been delayed, however completion of remaining purchases are proposed |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|----------------------------------|-------------|---|---|--|----------|--|
| facilities, plant and equipment. | | program. | | designated timeframes and budget. | | to be completed during the course of the 2016 2017 year |
| | 7.4.4.2 | Develop and implement a strategic replacement strategy for Council's information technology hardware. | Director Corporate & Community Services | IT infrastructure replacement program developed and implemented within designated timeframes and budget. | 25% | Project commenced in conjunction with Council's external IT support provider |

Minimise risk and ensure continuity of critical business functions

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|-----------------|---|----------|--|
| Facilitate training and education awareness programs regarding risk management to implement best practice records and risk management strategies. | 7.5.1.1 | Develop an Integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council's day to day operations. | General Manager | Integrated Risk Management Plan developed and implemented. Associated supporting processes developed and integrated into day to day operations. | 25% | Development and implementation continuing as identified in 7.4.3.1/2/3 |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---|--|----------|--|
| Maintain an appropriate insurance program | 7.5.1.3 | Implement provisions of Document and Data Control policy and procedures. | Corporate Services Manager | Provisions of Document and Data Control policy and procedures implemented. | 100% | Project completed |
| | 7.5.3.1 | Manage the ongoing processing of claims and operation of claims management services. | Corporate Services Manager | All claims processed within agreed timeframes. | 100% | Claims processed and managed as required |
| Implement and regularly test Council's business continuity strategy. | 7.5.4.1 | Conduct an annual review of Council's Disaster Recovery and Business Continuity Plan (BCP). | Director Corporate & Community Services | Plan tested and results reported to MANEX annually. | 75% | Workshop conducted November 2015. Report provided by Council's insurer including a recommended Action Plan. Action Plan is now being implemented and finalisation of the BCP scheduled for February 2017 |
| | 7.5.4.2 | Investigate opportunities to partner with neighbouring councils in the implementation of BCP e.g. joint procurement of essential computer hardware. | Director Corporate & Community Services | Oppor tunities reviewed through REROC Shared Services group. | 0% | All action to date has been restricted to GHSC |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|---|----------|--|
| Provide suitable reliable information technology hardware and software across the organisation. | 7.5.6.1 | Manage and maintain software and data systems that allow corporate information to be accessible and reliable. | Director Corporate & Community Services | All systems available to staff with minimal downtime. | 25% | Ongoing matter. Integration of Authority package and Infoexpert progressing and scheduled for completion by 30 November 2016 |

Ensure Greater Hume Shire Council is financially sustainable

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|---|----------|--|
| Maintain an investment strategy and policy | 7.6.1.1 | Maximise return on investments whilst ensuring protection of principle. | Director Corporate & Community Services | Return on investments equal to or greater than BBSW 30 day average rate. | 25% | All investments managed in accordance with Council's policy and investment report presented to Council monthly |
| | 7.6.1.2 | Review of funding and investment strategies to be undertaken annually in line with budget development and review of Long Term Financial Plan. | Director Corporate & Community Services | Ensure investments are low risk and investment decisions are in accordance with DLG Investment Guidelines and council policy. | 25% | Investment Policy being reviewed and revised policy to be presented to December 2016 Council Meeting |
| Implement best practice financial planning. | 7.6.2.1 | Undertake a thorough review of further budget savings, efficiency gains and | Director Corporate & Community Services | Savings, gains and revenue opportunities identified and reported to Council. | 100% | All opportunities for budget savings are fully investigated and implemented |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|---|---|----------|---|
| | | revenue raising opportunities to create capacity with Council's current budget to contribute to a greater allocation to asset maintenance and renewal. | | | | |
| | 7.6.2.2 | Adopt a sustainable procurement policy and commence implementation of a sustainable procurement program across all council sections. | Director Corporate & Community Services | Adoption of policy. Annual analysis of purchasing practices. | 100% | Use of LGP Vendor Panel continuing |
| | 7.6.2.3 | Update council's Long Term Financial Plan on an annual basis taking into consideration other Resourcing Strategy documents and Delivery Plan requirements. | Director Corporate & Community Services | LTFP revised annually in conjunction with setting of annual operating budget. | 25% | Long term Financial Plan updated in line with 2015/2019 Delivery Program . LTFP will be reviewed and updated together with all other IP&R documents for new four-year reporting period commencing 1 July 2017 |
| Investigate opportunities to expand revenue from commercial operations, property portfolio and | 7.6.3.1 | Facilitate opportunities for industrial and | General Manager | Ongoing sale of land. | 25% | Tender documentation finalised for expansion to Jindera Industrial Estate |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|---|--|----------|--|
| other income generating assets. | | commercial land development and sale. | | | | |
| Apply the 'user pays principle' as the basis for full cost recovery. | 7.6.4.1 | Adopt the user pays principle for the pricing of specific goods, services and facilities that require the user/ consumer to pay the actual cost of the service provided e.g. water supply and private works. | Director Corporate & Community Services | Appropriate fee structure adopted through Statement of Revenue Policy. | 100% | Annual Fees and Charges schedule including pricing philosophy adopted by council |
| Monitor and review the rating strategy to ensure an equitable distribution of cost and benefits. | 7.6.5.1 | Review rating strategy on an annual basis taking into consideration other Resourcing Strategy documents and Delivery Plan requirements. | Director Corporate & Community Services | Rating strategy revised annually in conjunction with setting of annual operating budget. | 0% | Rating model adopted for 2016/2017. Workshop on rating models scheduled for 23 November 2016 |

Provide efficient, effective and customer focused services to the community

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|--|----------|--|
| Implement strategies to ensure excellence in customer service. | 7.7.1.1 | Provide frontline customer service centres at Holbrook, Culcairn, Jindera, Henty and Walla Walla. | Director Corporate & Community Services | Assessment of customer satisfaction with standard of service provided through community satisfaction survey. | 100% | Customer Services Centres operating effectively |
| Monitor service levels in key service areas. | 7.7.2.1 | Undertake community satisfaction survey. | General Manager | Survey completed and results analysed. | 100% | Community satisfaction survey completed in May 2016 with the Final Management Report submitted to the July meeting of Council. |
| Conduct a comprehensive biennial customer survey regarding satisfaction with Council's performance and service provision. | 7.7.3.1 | Undertake community satisfaction survey. | General Manager | Refer 7.7.2 | 0% | Refer 7.7.2.1 |

Provide efficient and effective environmental health and building services to the community

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---------------------------------|--|----------|---------|
| Exercise the Council's statutory functions under the Environmental Planning & Assessment Act 1979 properly and equitably to determine applications efficiently and in accordance with statutory | 7.8.1.1 | Process all Complying Development Certificate (CDC) applications as submitted. | Director Environment & Planning | All CDC's processed within statutory timeframes subject to receipt of all necessary information. | 100% | Ongoing |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---------------|--|---|--|---|---|---|
| requirements. | 7.8.1.2 | Process all Development Applications (DA) as submitted. | Director Environment & Planning | All DA's processed within statutory timeframes subject to receipt of all necessary information. | 0% | Ongoing |
| | 7.8.1.3 | Provide certification and inspection services for building construction. | Director Environment & Planning | All inspections completed within agreed timeframes. | 0% | Ongoing |
| | 7.8.1.4 | Issue approvals and/or inspect work under Section 68 of the Local Government Act 1993 | Director Environment & Planning | Approvals issued within statutory timeframes subject to receipt of all necessary information. | 100% | On going |
| | Implement requirements of the Companion Animals Act. | 7.8.2.1 | Operate efficient animal holding facilities. | Director Environment & Planning | Comply with recognised guidelines and rehome animals where practical. | 100% |
| 7.8.2.2 | | Investigate complaints and enforce provisions of Companion Animals Act as required. | Director Environment & Planning | All complaints investigated and resolved. | 100% | Complaints have been actioned and monitored through CARS |
| 7.8.2.3 | | Implement strategies to reduce euthanasia | Director Environment & | Annual microchipping | 100% | Council has strategies to rehome animals whenever possible. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---------------------------------|--|----------|---|
| Maintain and improve food safety standards in accordance with the NSW Food Partnership Program. | | rates and offer subsidised microchipping services. | Planning | service maintained. | | |
| | 7.8.3.1 | Undertake inspections of regulated businesses to ensure appropriate public health standards are met. | Director Environment & Planning | Inspect all regulated premises at least once annually. | 100% | Inspections are being undertaken as required |
| | 7.8.3.2 | Implement education and awareness activities on food handling and safety. | Director Environment & Planning | Annual newsletter on food safety handling distributed to businesses in the region. | 100% | Council provides educational assistance to food premises operators |
| Improve the monitoring and management of onsite effluent disposal within the shire. | 7.8.4.1 | Implement the On-Site Sewerage Management (OSSM) Policy | Director Environment & Planning | Inspect a minimum of 50 onsite sewerage management systems annually. | 0% | On going work requirement. Council continues to achieve a number of system upgrades through the pre purchase. |

Retain our quality of life.

To ensure life in the shire remains affordable

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---|---|----------|-------------------------|
| Investigate how the Shire can leverage off the Evocities campaign (which aims to attract families to locate to Wagga Wagga and Albury from the major Sydney metropolitan area). | 8.2.1.1 | Council involved in promotion activities complimentary to Evocities project. | Executive Assistant Governance and Economic Development | Report on complimentary promotions presented to Council annually. | 0% | No action this quarter. |

To provide appropriate infrastructure to cater for our population

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|----------------------|--|----------|---|
| Maintain regular contact and networks with State and Federal Government departments responsible for road and rail infrastructure policy and funding. | 8.3.1.1 | Ensure representation at RMS Regional Consultative Committee meetings. | Director Engineering | Number of meetings attended. | 100% | All RMS Regional Strategic Meetings attended by staff and GM or mayor |
| | 8.3.1.2 | Support the ALGA and LGSA initiatives to extend and expand Roads To Recovery funding. | General Manager | Support provided when opportunity arises. | 0% | No requests for support received to date. |
| Continue to identify State and Federal Government funding opportunities for road | 8.3.4.1 | Continue to lobby Federal and State Government | General Manager | Representations made to appropriate Government depar | 0% | No lobbying activities undertaken to date this financial year. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|-----------------|---|----------|--|
| improvements. | | departments for additional funding (e.g. Roads To Recovery). | | tments. No. of successful funding applications. | | |
| Review implementation of NBN to ensure improved broadband access in the shire. | 8.3.5.1 | Continue to lobby NBN Co for broadband rollout within the shire. | General Manager | Rollout program provided to Council annually. Number of homes connected to high speed fixed wireless broadband (NBN). | 25% | Fibre rollout scheduled to commence in October 2016 and November for Henty and Holbrook. |

3: A GREATER PLACE TO WORK

Enhanced job opportunities for our people

To be proactive in attracting business

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---|---|----------|--|
| Build on our identity actions, promoting to the Boards and wide business community the positive aspects of our location and space available with the use of successful examples. | 9.1.4.1 | Produce business newsletter quarterly. | Executive Assistant Governance and Economic Development | Expand distribution of business newsletter | 25% | Business e-newsletter spring issue sent to 372 subscribers, 41.8% opens. |
| Use local media to champion our shire and improve pride. | 9.1.5.1 | Develop a promotion strategy to showcase the business opportunities in the shire. | Executive Assistant Governance and Economic Development | No. of media releases issued or promotions undertaken featuring local businesses or opportunities. Update testimonials on an annual basis | 20% | Draft Buy Local Business Directory compiled in the quarter. |
| Work with relevant State agencies to attract business, particularly in the area of cluster industries that we already have a strength in. | 9.1.6.1 | Survey the needs of existing businesses to ascertain opportunities. | Executive Assistant Governance and Economic Development | Industries with cluster potential identified and interviewed. | 100% | 2016 Business Survey conducted in February 2016. Findings and insights from survey has informed the Draft ED&S Plan. |
| Support the expansion of key services to assist an ageing community in: transport - health | 9.1.10.1 | Investigate the expansion of services to assist in | Director Corporate & Community | Retention and expansion of Home Maintenance and | 100% | Community Health and Wellbeing Plan adopted and strategies being implemented including the |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---|---|----------|--|
| care - support services - aged care - specialised accommodation (e.g. dementia). | | retaining our aged residents within the Shire. | Services | Modification Program and other HACC services. Conduct a Community Services Information Day annually. Promotion of all community transport to all towns and villages within the shire. | | establishment of a formal alliance with service providers and other relevant agencies. Council participated in the Aging with Grace project conducted in August 2016 |
| Develop a home-based business information pack that targets home-based business investors and answers key start-up questions about planning, regulation, business infrastructure, business development, etc. | 9.1.14.1 | Provide business start up tools on website (e.g. Start Your Own Business Here). | Executive Assistant Governance and Economic Development | Start Your Own Business Here and other business tools maintained on website. | 25% | Start your own business links on Council's website. Continue liaison with Murray Business Enterprise Centre. |
| Consult with existing home-based and small businesses to identify specific business management training & development needs and facilitate development of a program of training courses, seminars and workshops. | 9.1.17.1 | Provide advice as to business management training available (e.g. BEC, MRTB). | Executive Assistant Governance and Economic Development | Promotion through various media streams (e.g. business newsletter, etc.). | 100% | Role of Murray BEC. |

To provide the supporting infrastructure, facilities and services to attract businesses and new employees

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|-----------------|--|----------|---|
| Continue to plan for future industrial releases. | 9.2.3.1 | Subject to resources provided by Council plan for the construction of industrial parks in identified priority areas. | General Manager | Future industrial sites identified in Culcairn, Henty and Walla Walla. | 0% | Industrial Parks established at Holbrook and Jindera. A priority has not been determined for other locations. |
| Project manage the development of industrial estates so that electricity, water, waste management and gas requirements are supplied. | 9.2.4.1 | Prepare survey and concept design plans. | General Manager | Design and project cost for Jindera Industrial Estate approved by council. | 100% | Tender documentation completed. |
| | 9.2.4.2 | Construction of next stage of Jindera Industrial Estate. | General Manager | Construction commenced prior to 30 June 2014. | 0% | Tender documentation completed and tenders expected to be called October 2016. |

To grow our existing businesses

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---|---|----------|---|
| Research the feasibility of establishing truck parking areas in townships across the shire | 9.3.3.2 | Liaise with existing participants in the transport industry to establish need | Executive Assistant Governance and Economic Development | Preparation of report to the Economic Development Committee | 0% | No action this quarter. Council awaits suitable grant to apply for funding for the project. |
| Establish a regular networking forum between Council and local | 9.3.3.1 | Provide networking opportunities for | Executive Assistant | No. of shire businesses that are | 25% | Liaison with Murray BEC, NSW Business Chamber continuing. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|--|----------|--|
| businesses. | | businesses within the shire. | Governance and Economic Development | members of the NSW Business Chamber. Networking events held at least annually. | | Council promotes training workshops being conducted through Murray BEC via the business email database tree. |
| Ensure that Greater Hume is well represented in relevant regional and broader economic development forums. | 9.3.4.1 | Establish mechanisms to ensure that Greater Hume remains abreast of current trends in economic development. | Executive Assistant Governance and Economic Development | Maintain participation with the C Change Bureau | 25% | RDA Development Officers forum scheduled for October was postponed. Last DO Officers forum held June 2016 at Narrandera (EA attended). RAMROC EDO Networking Group held a meeting in July 2016 resulting in a working group set to develop charter of purpose, objectives and functions for a new ED group discuss the advantages and/or disadvantages of establishment a permanent EDO Networking Group within the RAMROC region. |
| | | | | Participation in selected promotional events and trade shows. | | |
| | | | | Attendance of EDO at relevant industry conferences. | | |
| Identify Council functions that could be outsourced to local businesses (e.g.roadside slashing and grading of roads, etc.). | 9.3.5.1 | Review Council activities to identify opportunities to achieve efficiencies through contracting. | Executive Assistant Governance and Economic Development | Number of service functions reviewed | 25% | Ongoing |
| | | | | Number of contracts in place. | | |

To provide appropriate training and mentoring for our Shire's workforce

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|---|---|----------|--|
| Identify funding and programs available to ensure our workforce receives appropriate training and mentoring relevant to their circumstances. | 9.4.2.1 | Provide training and mentoring for staff at all levels within the organisation | Director Corporate & Community Services | Performance appraisal of all staff completed by 30 June annually. Workforce Plan reviewed annually | 25% | Training programs implemented as required |
| Investigate opportunities for traineeships and apprenticeships. | 9.4.3.1 | Develop a traineeship and apprenticeship employment strategy. | General Manager | Traineeship and apprenticeship employment strategy developed and reviewed on an annual basis. Number of traineeships and apprentices employed by Council. | 0% | No further action on a Traineeship/Apprenticeship strategy undertaken. |
| Implement Aussie Host (or similar) customer service training throughout the shire after determining sources of funding. | 9.4.4.1 | Engage with Business Enterprise Centre or other organisations to investigate funding sources for customer service training in local business operations. | Executive Assistant Governance and Economic Development | Funding obtained for customer service training. Number of places offered | 25% | Council continues to support BEC courses with a sales training workshop being held in October. This is marketed through Council's electronic email database. |

A sustained and vibrant farming sector

To ensure the Shire has an informed, committed and enthused agricultural community

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|--|----------|-------------------------|
| Develop networks with Austrade to provide opportunities for Greater Hume agricultural businesses to expand into more national and global markets, and attract more companies to the region. | 10.1.5.1 | Strong relationship with Austrade established and maintained. | Executive Assistant Governance and Economic Development | Meetings with Austrade representatives held six monthly. | 0% | No action this quarter. |

Improved tourism and visitation

To promote our strengths

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---|---|----------|---|
| Work with local operators in towns and villages to provide visible information resources for visitors, i.e. frontline business operators to act as tourism ambassadors providing materials and knowledge on local attractions and events. | 11.1.2.1 | Establish and maintain Visitor Information Points (VIP) in all towns and selected villages to provide materials and knowledge on local attractions and events. | Executive Assistant Tourism & Promotion | Existings VIP's maintained. Investigate opportunities to expand the VIP network in the shire. Prepare and distribute a monthly attractions and events alert to VIP network. | 25% | Achieved and currently servicing 10 VIPs. |
| | 11.1.2.2 | Review, refresh and renew Accredited Visitor Information | Executive Assistant Tourism & | A review of procedures and practices is undertaken. | 25% | Achieved and ongoing review of practices. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---|--|----------|--|
| | | Centre at Holbrook. | Promotion | | | |
| | 11.1.2.3 | Review, refresh and renew the Visitor Information Point network throughout the shire, with a greater emphasis on communication, training and famils. | Executive Assistant Tourism & Promotion | A review of procedures and practices is undertaken. | 25% | Achieved and ongoing, training of two new volunteers working in our Visitor Information Points. |
| Support existing Council and town websites to best practice standards. | 11.1.3.1 | Ensure information included on Council and town websites is current and relevant. | Executive Assistant Tourism & Promotion | Websites updated regularly. | 25% | Achieved and ongoing. |
| | 11.1.3.3 | Continue to promote Greater Hume Shire's social media presence on Facebook and develop resources to possibly expand into other sites such as twitter, Google maps, YouTube, Instagram and Pinterest. | Executive Assistant Tourism & Promotion | A 20% increase in followers to Greater Hume Shire's Facebook pages. 2 Youtube videos are produced on our history/heritage and environment. | 25% | a you tube video created and posted on website and social media. Facebook likes for Greater Hume Shire have risen from 442 (30 June 2016) to 560 (30 Sept 2016). |
| Create a marketing and promotion plan that communicates the range and quality of existing key attractions (including submarine, | 11.1.4.1 | Prepare a marketing and promotion plan for key attractions within the | Executive Assistant Tourism & Promotion | Marketing and promotional plan prepared and reviewed on annual basis. | 25% | To be finalised in 2017. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|---|----------|---|
| Morgan's Lookout, Henty Header, etc.). | | Shire. | | | | |
| Work with adjacent councils to proactively promote our offerings to Albury/Wodonga, Wagga Wagga and other target markets considered appropriate and attractive. | 11.1.5.1 | Maintain strong links with Albury/Wodonga and Wagga Wagga tourism organisations. | Executive Assistant Tourism & Promotion | Six monthly meetings held with representatives of Albury/Wodonga and Wagga Wagga tourism organisations. Investigate the cost effectiveness of maintaining a presence in Albury/Wodonga and Wagga Wagga tourist information centres. | 25% | Working collaboratively with Albury and Wodonga on a Agri and Culinary Tourism strategy for region. |
| | 11.1.5.2 | Continue to nurture join partnerships and relationships with neighbouring Local Government Areas and organisations such as Murray ARTS and Murray Regional Tourism Board. | Executive Assistant Tourism & Promotion | Continue membership to MRTB and Murray Arts and provide support to initiatives undertaken by these organisations. | 25% | Achieved and ongoing, Tourism and Promotions Officer attended the August meeting of Murray Regional Tourism. |
| Enhance the opportunities to promote Greater Hume Shire | 11.1.8.1 | Develop a closer relationship with local media by offering to arrange interviews, articles, photography or regular spots on radio and TV or | Executive Assistant Tourism & Promotion | Media release (include on social media) sent out 4 times per year (commence of season) showcasing what Greater Hume has to offer the visitor. | 25% | Achieved and ongoing. Whats On has now developed into a media release sent to all media outlets monthly and social media. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|---|----------|--|
| | | articles in print and social media. | | | | |
| | 11.1.8.2 | Utilise opportunities for direct marketing and value adding (eg free bus to events, discount vouchers, letterbox drops, hot deals, coupons etc) to encourage visitors to Greater Hume Shire. | Executive Assistant Tourism & Promotion | Develop a hot deals/discount voucher/coupon flyer for visitors. | 25% | Achieved and ongoing, two tourism operators offered hot deals during 1st quarter |
| | 11.1.8.3 | Continue to market and promote towns and villages on Hume and Olympic Highways as welcoming and a 'open day is every day' with a focus on services and tourism product to the travelling and touring markets. | Executive Assistant Tourism & Promotion | Encourage operators to open longer or at different hours, develop a weekend/afterhours directory/flyer in each town for visitors. | 25% | Achieved and ongoing, two operators are now experimenting with Sunday opening during spring. |
| Statistical data to be used to target visitor's requirements and patterns | 11.1.9.1 | Create, conduct and analyse regular surveys in relation to the visitors attending our Visitor Information Centre | Executive Assistant Tourism & Promotion | Development of database of information contained in surveys and reporting to Council of outcomes through monthly Tourism and | 25% | Achieved and ongoing, |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|-----------|-------------|--|---|---|----------|-----------------------|
| | | and Visitor Information Points. | | Promotions Report. | | |
| | 11.1.9.2 | Create, conduct and analyse regular surveys to identify new trends in visitor behaviour, emerging markets and visitor requirements to support council and tourism operators. | Executive Assistant Tourism & Promotion | Development of database of information contained in surveys and reporting to Council of outcomes through monthly Tourism and Promotions Report. | 25% | Achieved and ongoing. |

To leave visitors delighted with their visit

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|---------------------------------|---|----------|--|
| Continue efforts to improve the appearance of main streets throughout the Shire with plants and paving e.g. streetscape upgrade program. | 11.3.2.1 | Upgrade streetscapes in all major towns within the shire. | Director Engineering | Holbrook Streetscape Stage 2 completed. | 25% | Stage 2 of Sladen Street Henty project to commence following close of readvertised tenders |
| | | | | Culcairn and Jindera Streetscapes completed. | | |
| Improve the appearance of buildings and the facades of our buildings, particularly those that are of heritage value such as the museums. | 11.3.3.1 | Establish and maintain heritage programs for residential and business buildings. | Director Environment & Planning | Local Heritage Advisor service maintained. Local Heritage Grants program maintained and administered. | 100% | On going |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|--|----------|---|
| Create highly visible promotional boards sponsored by local operators around key rest areas. | 11.3.6.1 | Town/tourist information boards developed and installed | Executive Assistant Tourism & Promotion | Comment: completed. | 25% | Achieved, currently working on Walbundrie's. |
| Provide the visitor information centre and operators with a survey collection tool (e.g. Tourism Australia VIC Kit) and encourage its use to monitor the origin of visitors, length of stay and purpose for future use in target marketing. | 11.3.7.1 | Develop a survey collection tool for use by VIC and VIP staff to collect relevant visitor data. | Executive Assistant Tourism & Promotion | Survey developed and distributed to VICs and VIP's for implementation. | 25% | Achieved and ongoing |
| Develop a Greater Hume events strategy to coordinate the delivery of existing events. | 11.3.8.1 | Events Guide and Prospectus - to develop and produce an events guide for community groups and organisations. The guide will provide information and advice on all aspects of event management including how, who, when, why, risk management, procedures and organisation, resource register, promotion and marketing, etc. | Executive Assistant Tourism & Promotion | An Events Guide and Prospectus is developed and utilised by community groups and organisations providing enhanced visitor experiences. | 100% | Achieved and ongoing maintenance to guide |
| Publish an events calendar and widely distributed to all tourism operators. | 11.3.9.1 | Determine appropriate mechanisms to promote events | Executive Assistant Tourism & | In conjunction with community committees, ensure | 25% | Achieved and ongoing, over 30 events promoted in 1st quarter. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|---|----------|---|
| | | held within Greater Hume Shire. | Promotion | appropriate media releases are distributed. Events calendar maintained on Council website, quarterly newsletter. | | |
| Maintain sufficient funding for Council's VIC in Holbrook. | 11.3.11.1 | Undertake regular reviews of patronage and value of Holbrook VIC. | Executive Assistant Tourism & Promotion | Comprehensive review of VIC undertaken after completion of bypass. | 25% | Achieved and ongoing |
| Conduct at least one tourism industry workshop per annum targeted at improving industry knowledge and collaboration. | 11.3.12.1 | Improve the internal knowledge of the shire's tourism product. | Executive Assistant Tourism & Promotion | Conduct an annual tourism workshop on attracting and maintaining events in the shire. | 25% | trained two volunteers who work in VIPS this quarter and EOI to go out for GHSC ambassador program. |
| Support existing tourism networking forums and encourage greater operator participation to increase communication and collaboration (e.g. business breakfast series). | 11.3.16.1 | Maintain links with key tourism bodies. | Executive Assistant Tourism & Promotion | EA T&P attendance at LGSA Tourism Conference. Membership of Murray Regional Tourism maintained. Tourism Advisory Committee meet at least quarterly. | 25% | Achieved and ongoing. |
| Supporting tourism operators and communities to enhance the visitor experience. | 11.3.17.1 | Conduct visitor information workshops/meetings for tourism operators, | Executive Assistant Tourism & Promotion | Two visitor information workshops/meetings are held to provide | 25% | GHSC ambassador workshops expressions of interest to go out during November. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|-----------|-------------|--|---|---|----------|---|
| | | community members and council staff of Greater Hume Shire to provide them with knowledge when assisting with enquiries from visitors. | | information on visitor services in Greater Hume Shire | | |
| | 11.3.17.2 | Creating the opportunity for operators and their staff to develop better business skills in areas such as internet/social media, marketing, finance, human resource management, industrial regulations, working with the media , quality assurance, customer service (including closing the deal) and barista. | Executive Assistant Tourism & Promotion | Encourage operators and their staff to attend above workshops, Murray Regional Tourism Board conference (where may tourism related topics will be presented) and seek to hold a workshop relating to the running of a tourism business. | 0% | Operators were encouraged to attend Murray Regional Tourism's Agric and Culinary Tourism workshop in September. |
| | 11.3.17.3 | Establishment of a Greater Hume Shire Tourism Operators Committee to create links and provide a platform for promotion and development of tourism in Greater Hume Shire. | Executive Assistant Tourism & Promotion | Greater Hume Shire Tourism Operators committee is formed and supported initially by Greater Hume Shire Tourism Advisory Committee. | 25% | Waiting on GHSC elections to be finalised, calling EOI in November. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|--|---|--|----------|--|
| Marketing of Greater Hume Shire's Visitor Experience | 11.3.18.1 | Develop and produce street maps for towns and villages of Greater Hume Shire. | Executive Assistant Tourism & Promotion | Street maps for towns and villages are produced. | 25% | Ongoing, currently working on Holbrook, Walbundrie and Burrumbuttock. |
| | 11.3.18.2 | Participate and assist with development of the Murray Regional Tourism Board digital platform. | Executive Assistant Tourism & Promotion | Murray Regional Tourism Board digital platform developed and implemented. | 25% | Achieved and now ongoing maintenance and development |
| | 11.3.18.3 | Review, refine and refresh our self drive tour itineraries and develop marketing collateral to assist promotion including value adding such as themes, interactive elements, picnic or refreshment packs, children's puzzles, quizzes or loyalty stamps. | Executive Assistant Tourism & Promotion | Revitalised and value added self drive tour itineraries and marketing collateral to assist promotion is developed. | 25% | Working with Holbrook Landcare to refresh their self drive tours. |
| | 11.3.18.4 | Ensure that all tourism operators and events are listed on Get Connected (path to Destination NSW, Tourism Victoria and Tourism Australia). | Executive Assistant Tourism & Promotion | All tourism operators and events are listed on Get Connected. | 25% | Achieved and ongoing, all operators and events on Get Connected, regular maintenance is ongoing. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|-----------|-------------|--|---|---|----------|--|
| | 11.3.18.5 | Enhance and broaden Greater Hume Shire's What's On newsletter and distribute to bus, coach and tourism operators/organisations, visitor services within southern NSW and Victoria and within Greater Hume Shire. | Executive Assistant Tourism & Promotion | Greater Hume Shire's What's On newsletter has been refreshed and email network expanded to include other tourism operators in neighbouring LGA's. | 25% | Ongoing, now have a subscription button on websites for Whats On for all to subscribe via email. |
| | 11.3.18.6 | Review and refresh Greater Hume Shire's marketing and promotional collateral (such as photographic library, banners, posters, bumper stickers or placemats). | Executive Assistant Tourism & Promotion | Reprint of Greater Hume Shire's Visitor Guide. Continue development of photo library and development of two Youtube videos. | 25% | Achieved and ongoing. |

To ensure our existing businesses remain viable

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---|---|----------|--|
| Investigate the feasibility of creating a Council organised job network where local businesses can lodge vacancies and share recruitment costs (e.g. advertising) in surrounding areas. | 11.4.3.1 | Survey businesses to ascertain recruitment issues (e.g. difficulty in recruiting quality staff, cost of advertising) | Executive Assistant Governance and Economic Development | Local job opportunities included in 'jobs board' at expos and trade shows. Assess the value of promoting job opportunities on | 100% | 2016 Business Survey conducted in February 2016. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|-----------|-------------|--------|----------------|---------------------|----------|---------|
| | | etc.). | | Council's website. | | |

4: SIMPLY GREATER NATURAL SURROUNDINGS

Maintain biodiversity and a high quality natural environment

To continue the introduction of good environmental practices

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---|---|----------|---|
| Ensure that development within the shire integrates ecologically sustainable development principles. | 12.1.1.1 | Effective development control undertaken to ensure ecologically sustainable development. | Director Environment & Planning | Compliance with development consent conditions. | 100% | Compliance with the LEP and the EPA Act ensures that this requirement is met. |
| Identify opportunities, programs and funding available to enhance the natural environment on farms. | 12.1.4.1 | In conjunction with LLS's, landcare groups develop on farm environmental projects. | Director Corporate & Community Services | Discussions held with LLS's and landcare groups to develop on farm projects. | 0% | No action to date |
| Reduce our waste to landfill through effective waste management practices and recycling working to minimise waste being sent to landfill. | 12.1.5.1 | Implement policies and programs to maximise the diversion of waste from landfills to recycling options. | Manager Waste & Facilities | Participate in regional recycling initiatives (e.g. drummuster, chemical collections, etc.). Maintain kerbside recycling in urban areas and investigate expansion into rural areas. | 80% | A compost bin program has been conducted throughout the shire to actively encourage ratepayers to compost green waste and scraps. A new CRC shed is now up and running at the Culcairn waste facility to divert problem wastes from landfill. The Henty transfer station is now operational and all waste is being diverted from the Henty Landfill. |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|---|---------------------------------|---|----------|---|
| | 12.1.5.2 | Monitor take up of rural skip bin collection service | Manager Waste & Facilities | No. of services provided. | 80% | The Rural bin service has had a good uptake with the service with 214t being picked up in the 2015/16 Fin yr. There have been no complaints about this service and is operating well. |
| | 12.1.5.3 | Encourage urban residents to undertake onsite composting of household organics. | Manager Waste & Facilities | Education program rolled out | 100% | The composting program has been rolled out across the shires villages and free bins were available for those participating. |
| Continue to support the implementation of regional weed management strategies and associated management plans | 12.1.6.1 | Implementation of Regional Weeds Action Plan. | Director Environment & Planning | Funding received. Reporting requirements to DPI met | 100% | On going. Council has engaged a 2nd spray operator and continues to undertake property inspections. |
| Introduce awareness signs on major roads discouraging drivers from littering. | 12.1.7.1 | In conjunction ROC's install anti littering signage throughout the shire. | Director Environment & Planning | Number of signs installed. | 100% | |
| Maintain a Roadside Vegetation Management Plan for the shire. | 12.1.9.1 | Implement improved signage for high conservation areas. | Director Engineering | Signage installed. | 20% | High Conservation areas are signposted. There is a need to consolidate and update the Roadside Vegetation Management Plan Map. |
| | 12.1.9.2 | Develop a consolidated Roadside Vegetation | Director Engineering | Consolidated Roadside Vegetation Management Plan | 10% | Discussions have commenced with interest groups on developing a new consolidated Roadside |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
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| Reduce habitat loss through the negotiations of property vegetation plans and conservation agreements. | | Management Plan for the shire. | | completed and presented to Council. | | Vegetation Management Plan during 2016 2017 |
| | 12.1.11.1 | Develop strong links with LLS's and other appropriate agencies to reduce habitat loss. | Director Environment & Planning | Meet with LLS's and OEH at least annually to identify opportunities for mutual cooperation. | 100% | Council Noxious Weeds Coordinator meet with the LLS. |

Maximise our resources to maintain our natural environment

Lobby Federal and State Governments to introduce uniform legislation covering all public land management issues

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|--|-------------|---|---------------------------------|--|----------|--|
| Establish a single body responsible for the management of crown land and remove overlap of responsibility of various State agencies such as RMS, StateRail, etc. | 13.1.2.1 | Make representations to establish a single body for the management of crown land. | General Manager | Representations made to appropriate State Government ministersPrepare and submit a motion to the LGNSW Annual Conference.. | 0% | No representations made at this point. |
| Establish an annual forum with all natural resource management groups to coordinate future programs and activities within the region. Document in a Shire Natural Resources Management Plan. | 13.1.3.1 | Council to continue to build partnerships with LLS's and Holbrook Landcare to ensure appropriate recognition of environmental | Director Environment & Planning | Meetings held with LLS representatives. | 100% | |

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
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| | | issues with catchment management plans. | | | | |

To engage with and assist private landowners in positively managing natural resources

| DP Action | Action Code | Action | Responsibility | Performance Measure | Progress | Comment |
|---|-------------|--|---------------------------------|---|----------|-------------|
| Engage with private landholders to deliver programs that: • reduce weeds and feral pests • promote works in or near waterways, improving water quality • reduce unnatural stream bank and gully erosion • improve aquatic biodiversity • reduce pollution • improvement management of soils according to industry best management practices • increase ground cover and property plans. | 13.2.3.1 | Implement strategies to implement and deliver programs to improve land management practices on private land. | Director Environment & Planning | In conjunction with Holbrook Landcare and LLS's, develop a land management action plan. | 100% | |
| | 13.2.3.2 | Inspect private and public land to detect and assess weed infestations. | Director Environment & Planning | Council to undertake 400 property inspections annually. | | No Comments |

