



Greater Hume Council

Operational Plan (Annual Report)



Q4, 2018/2019






Leadership and Communication




Objective: We lead a vibrant, connected and inclusive community.

Leadership and advocacy is demonstrated and encouraged in our communities






Plan and lead good governance having a clear framework for strategic planning, policies, procedures and service standards and financial sustainability with effective financial management that is transparent and accountable



DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Establish and implement a structured policy review process including subscription to legislative updates service	1.1.1.1.1	Design, document and implement a structured policy review process	Completed	100%		A structured policy review program has been in place throughout the 2018/19 year with 12 revised / updated policies presented to Council
Modify the structure of Council's budget to align with the themes and strategies established in Council's IP&R planning documents	1.1.1.2.1	Review budget process and commence development of a new budget structure to align with IP&R planning documents	Progressing	10%		Investigations undertaken into the purchasing of dedicated budget management software which will enable higher level analytical reporting and alignment with IP&R structure. The matter was considered as part of the 2019/2020 budget process however no provision has been made for the purchase of dedicated budgeting software. Management will endeavour to achieve alignment via the existing spreadsheet based budget.

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Implement best practice financial management processes	1.1.1.3.1	Complete Council's annual financial statements in accordance with accounting standards and audit requirements	Completed	100%		Annual financial statements completed and lodged with office of Local Government within required timeframe. Quarterly budget reviews will be completed and reported to Council as required.
	1.1.1.3.3	Update Council's Long Term Financial Plan on an annual basis taking into consideration other Resourcing Strategy documents and Delivery Program requirements	Completed	100%		Long Term Financial Plan updated in line with adoption of 2018/2019 - 2022/2023 budget cycle.
	1.1.1.3.4	Review Council's loan portfolio to ensure appropriate borrowing levels are maintained and infrastructure spending maximised	Completed	100%		Future loan borrowings adopted as part of budget adoption process. Potential increases to current borrowings will be considered if other projects arise, subject to Council endorsement.
Actions and strategies detailed in Council's IP&R plans are implemented and status reviews presented to Council on a quarterly basis	1.1.1.4.1	IP&R status reports presented to Council on quarterly basis	Completed	100%		Achieved and ongoing
Implement effective governance strategies	1.1.1.5.1	Progressively implement strategies outlined in Council's Fit for the Future Improvement Action Plan	Progressing	75%		Library and IT services reviews completed and presented to a Council workshop. Further report required to Council to formalise Reviews and set topics for next 12 months.


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Maintain effective and open complaints handling processes	1.1.1.6.1	Undertake effective investigation and resolution of complaints	Completed	100%		Customer Action Request reports submitted to Council monthly. Staff continually working on ways to improve responsiveness and reporting.
Implement effective risk management programs to minimise Council's exposure to risk and ensure continuity of critical business functions	1.1.1.7.1	Review Council's 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	Completed	100%		Implementation and improvement of Council's Risk Management Plan is continuing.
Implement organisation wide service and efficiency reviews	1.1.1.8.1	Implement service and efficiency reviews in accordance with Council's Fit for the Future Improvement Action Plan	Progressing	75%		Refer 1.1.1.5.1

Council is responsive to community needs and priorities




DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Engagement by Council to demonstrate Council leadership	1.1.2.1.1	Develop and implement the GHSC Communication Plan	Progressing	90%		Council News issued monthly in community newsletters. 15 of 17 action recommendations from the plan have been implemented.
Improve community attendance at Council meetings and provide greater contact with local councillors	1.1.2.2.1	Facilitate the advertising of information regarding Council meetings and events in accordance with legislation and time requirements and include on Council's website	Completed	100%		Achieved and ongoing
Improve community attendance at Council Meetings and provide greater contact with local councillors	1.1.2.4.1	Hold a minimum of two Council Meetings per annum at venues other than Culcairn or Holbrook	Completed	100%		Meetings held in Walla Walla (November) and March (Carabost)
Provide Councillors with support and training to ensure their ongoing professional development	1.1.2.5.1	Continue to implement the councillor professional development program	Not Due To Start	0%		All Councillors have developed Training Plans which will be rolled out in the 2019/2020 Financial Year.
Provide opportunities and actively encourage younger	1.1.2.6.1	Deliver formal training in meeting procedures to Youth Advisory Committee	Progressing	50%		This action has not proceeded due to the Youth Advisory Committee currently in a restricting process where there will be two


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people to join community groups		members and develop projects to offer similar training through partnerships with schools in the shire				committees. One at Billabong High School and one at St Paul's College Walla Walla. A new older youth committee has commenced and meets once a month. In July/August the newly formed committees will be provided with overviews on the running of a committee, Executive positions, minute taking and reporting to Council.
Improve leadership in community groups to facilitate greater accountability from community groups that manage Council's assets	1.1.2.7.1	Review current Management Committee Manual and provide refresher training to management committees as required	Completed	100%		Management Committee Guidelines reviewed and updated. Workshops to be conducted in November 2018.
Recognise community leaders and their efforts and encourage others in the community to take up leadership roles	1.1.2.8.1	Recognise community leaders through Australia Day awards	Completed	100%		Report resolved by Council to recognise Greater Hume Australia Day winners throughout year of reign.

Successfully engage Australian and State governments to advocate on issues important to the community

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Councillors and senior staff represent the interests of Greater Hume Shire to State and Federal members and government departments	1.1.3.1.2	Participate in funding opportunities to resource significant community projects and infrastructure	Completed	100%		Almost \$10M in additional road funding received along with significant support provided to community organisations with the roll out of the Stronger Country Communities Fund.




Strong relationships and effective partnerships



DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Lobby Australian and State governments for increased funding	1.1.4.1.1	Meet with local Australian and State government parliamentarians at least annually	Progressing	50%		No further meetings held this quarter
	1.1.4.1.2	Actively participate in Local Government NSW Annual Conference	Completed	100%		As this years conference was held in Albury six Councillors, the General Manager and two Directors attended.
Cooperatively work with surrounding councils to identify where resources and costs can be shared	1.1.4.2.1	Continue as an active participant in REROC / JO initiatives	Completed	100%		REROC Workforce Development Meetings held August and November 2018 and February and June 2019. General Manager continues to serve on the Executive of REROC and is a member of the RivJO Governance Working Party. Mayor is a member of the RivJO Operational Working Party.

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	1.1.4.2.2	Continue to host the Road Safety Officer and Youth programs on a shared basis with Lockhart Shire Council	Completed	100%		Existing arrangement continue with both programs.

There is open and two way communication both with communities and within our communities, the community is consulted on decisions that effect them and consultation processes are inclusive



Accessible and inclusive Communications Strategy and active use of the Community Engagement Toolkit and Council's website is accessible




DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Implement the planned community engagement processes using various communication strategies	1.2.1.1.1	Maintain membership of community engagement peak bodies and networks	Progressing	50%		No further activity due to staff on leave for 7 weeks. Communications toolkit utilized for Community Engagement surrounding Jindera Multi-purpose Hall project.
	1.2.1.1.2	All councillors and relevant staff to undertake IAP2 and/or other community engagement training	Progressing	50%		Councillors are receiving engagement briefings regarding a range of projects. No specific training undertaken during the quarter due to staff leave.
	1.2.1.1.3	Develop two Council newsletters (Autumn and Spring) and rates notice insert whilst ensuring effective and targeted content	Completed	100%		Two newsletters and one rates insert developed and sent to residents.






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	1.2.1.1.4	Develop a new Greater Hume Shire Council website including a dedicated Have Your Say portal which is compliant with accessibility standards	Completed	100%		Greater Hume Council, Greater Hume Children Services, Town webpages developed and Have Your Say incorporated.
	1.2.1.1.5	Investigate contemporary community engagement techniques to establish a reference group for the testing of proposed projects and ideas	Progressing	75%		Refer 1.2.1.1.4





Residents feel a sense of belonging, are able to reach their potential, work productively, and there is a sense of mutual respect, inclusiveness, ownership and pride in their community



Council's values, actions and decisions are inclusive. Access and Inclusion Reference group established Community Health and Wellbeing Alliance continues

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Acknowledge all volunteers and those providing welfare, and genuinely engage them in council decisions, policy and meaningful dialogue to improve outcomes for those that are disadvantaged.	1.3.1.1.1	Invite volunteers to present information about their work to council Seek out opportunities to support welfare work through funding, special grants & material aid	Progressing	75%		The development of a more strategic approach to volunteering has occurred and to identify opportunities for support and involvement in many projects. Many grant programs have enabled the development of volunteers including youth, club and community members as well as schools and other organisations. Partnering with other service providers and building networks has been a key focus for 2018/19. Request have been through community grants processes at this stage.
Undertake work to ensure that young people, people who are disadvantaged, and people with a disability can exercise their rights as equal citizens in areas such as council elections, council meetings, council consultation	1.3.1.2.1	Establish a process/system for young people, people who are disadvantaged and people with a disability to participate on the Youth Council and participate in decision making processes.	Completed	0%		Ongoing consultation with high schools continuing and the number of young people participating in the Youth Committee is increasing

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
processes, council policy, and membership of council's committees involving community representatives and in making complaints.						
Implement Greater Hume Shire Disability Inclusion Action Plan (DIAP)	1.3.1.3.02	Promote NSW Carers Charter and Carers rights to GHSC Staff	Progressing	75%		A lot of progress has been achieved in all areas including greater promotion and awareness of access and inclusion across all areas of Council and in particular embedding into Family Day Care, Children Services, Libraries and Youth programs. Health and Wellbeing Alliance has been well attended and positive anecdotal feedback that it is meeting a gap for service providers.
	1.3.1.3.03	Annual all staff function to include accessibility and inclusiveness service provision training	Not Due To Start	0%		Next All Staff function planned for 14 August to incorporate a presentation from the Resilience Project team.
	1.3.1.3.05	Continue to audit Shire functions, facilities, services and information sources against Access to Premises Standards and other relevant standards for inclusiveness and implement recommended improvements	Completed	0%		In partnership with Intereach Access at a Glance, Council offices/libraries in Henty and Culcairn audited successfully for access requirements. Promotion of the program has been included in community newsletters and has been included as part of the Culcairn Healthy Towns project. Ongoing plan to completed other Council facilities and to offer and promote service to

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						businesses.
	1.3.1.3.06	Engineering and Environment staff apply the provisions of the Disability Inclusion Act and Continuous Accessible Path and Travel (CAPT)	Completed	100%		Engineering Staff applying principles of the Disability and Inclusion Act in all projects being undertaken
	1.3.1.3.07	All new signage is compliant with the provisions of the Disability Inclusion Act	Completed	100%		All new signage is checked to ensure it is compliant with Disability Inclusion Act prior to installation
	1.3.1.3.10	Review GHSC employment HR policy and processes for inclusiveness	Completed	100%		Completed
	1.3.1.3.11	Employ and maintain a diverse workforce by making diversity and inclusion key to workforce planning	Completed	100%		Currently Council employs 8 trainees/cadets across a range of functional areas.
	1.3.1.3.12	Advocate and encourage local business and industry to establish a diverse workforce	Progressing	75%		Accessibility is documented where appropriate, e.g. CET for Jindera Multi-Purpose Hall.

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	1.3.1.3.13	Include inclusiveness in the Workplace Inspirations Day	Completed	100%		Work Inspiration Day held on 26 October. Council's younger staff members formed a Working Group to ensure a well targeted series of activities on the day. 14 students from Billabong High School attended of the 12 surveys returned 9 rated the day 5 out of 5 and the remaining 3; 4 out of 5.
	1.3.1.3.16	Customer Service Staff are aware of the resources needed to respond to PwD/Carers	Completed	100%		Customer service awareness of resources and access requirements was good through 2 office audits completed in 2018/19.
	1.3.1.3.17	GHSC Policies and procedures reflect the needs of PwD/Carers	Progressing	20%		Greater emphasis has been placed on ensuring access to PwD/Carers at events, programs and DIAP continues to be implemented.
	1.3.1.3.18	Criteria for Council Community grants includes diversity, accessibility and inclusiveness	Completed	100%		The following criteria has been added to the community grant application "The program aims to enhance the range, availability and quality of community facilities, including a particular focus on access and inclusion for all." Community applications have responded accordingly.



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	1.3.1.3.19	Review volunteer policies and processes to include PwD	Completed	100%		Councils Volunteer Manual updated to include PwD. Workshops conducted at end of October 2018.
	1.3.1.3.20	Support and resource DIAP reference group	Progressing	50%		Transport reference group meetings and input via Health and Wellbeing Alliance. Plan for 2019/20 to schedule formal meetings.



Healthy Lifestyle



Objective: we create health, inclusive and resilient communities, acknowledge or volunteers and value our youth.

Welcoming, resilient and involved communities




Welcome people from diverse cultures to live, work and settle in Greater Hume Shire



DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Encourage more residents to be involved in the Greater Hume Shire and events	2.1.1.1.1	Continue to rotate the Australia Day function across towns in the shire	Completed	100%		Greater Hume Australia Day 2020 celebrations to be held in Culcairn.
Provide and promote a range of cultural and personal development opportunities for youth	2.1.1.2.2	Implement actions and projects detailed in the annual youth plan	Completed	100%		All actions and projects completed as outlined in the annual youth plan. Youth engagements with the events planned from the action planned has been extremely good with increased planning by the Youth Services team on promotion especially using social media. Facebook is no longer the only social media platform used with Instagram also now used reaching out to the target audience with statistics indicating that each platform is reaching the target audience. The annual RSA course with both schools was not held due to an increase in the cost of delivery of the program however, will be revisited in 2019/20. The annual Work Inspiration Day was a great success with a lot of ideas for future programming for young people.

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Develop partnerships with schools and other community organisations to deliver and promote targeted health and wellbeing programs to youth	2.1.1.3.1	Regular communication with local high schools to establish need and partnership opportunities	Completed	100%		<p>Each year communication and partnerships with local high schools increase especially with St Paul's College Walla Walla who are attending all workshops and events organised during school hours and are encouraging students to attend youth holiday programs.</p> <p>This year the schools have participated in the Greater Hume Council Work Inspiration Day, Youth Engagement Strategy Day, Greater Hume Council Road Safety Officer presentation, SportsAbility Day and in discussion with the planning of the Youth Advisory Committees to be formed in each school. Emily Jones, Trainee who will be moving into the Youth Services role in the near future will lead these groups. Youth Services have organised a Department of Fair Trading Revved Up program to be held at Billabong High School in July. Teaching staff have also met on a regular basis with the Youth Service Team to discuss upcoming programs and events.</p>
Recognise the contribution of volunteers in communities and assist with recruitment	2.1.1.5.1	In National Volunteer Week each year, acknowledge and celebrate the shire's volunteers	Completed	0%		Included in plan for volunteer week 2019. Volunteers to be more of focus under libraries.

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and retention	2.1.1.5.2	Offer annual Work Health & Safety volunteer induction and training	Completed	100%		Management Committee training held at Culcairn in November over two nights. 26 organisations attended.
	2.1.1.5.3	Provide advice and support to volunteer community organisations in governance and financial management	Completed	100%		Workshops conducted with Management Committees in November 2018


Local education and local career opportunities





DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
GHC to lead and exercise responsibility as an equal opportunity employers and community leaders to work with others to enhance local employment and mentoring opportunities for young people, people who are disadvantaged, and people with a disability.	2.1.2.1.1	Review the application of EEO principles across all areas of council	Progressing	20%		Development of an updated EEO Management Plan has commenced and is a top priority for the newly created People & Culture team
	2.1.2.1.2	Continue to support traineeships for local young people	Completed	100%		Trainees in the areas of Water & Wastewater and Children Services have commenced. Cadet Finance Officer appointed. Existing traineeships continuing
	2.1.2.1.4	Participate in regional youth focused mentoring programs	Progressing	75%		Youth programs across both GHC and Lockhart focus on youth mentoring... which is also being built into programs. Internal mentoring of trainees is also being developed.


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Work with TAFE and other Registered Training Organisations to provide entry level certificates and qualifications locally.	2.1.2.2.1	Continue to support VET providers in the local community. Advocate for the delivery of skills shortage qualifications; Aged Care/Agriculture/Customer service/Engineering	Progressing	10%		Changes in NSW Tafe have been challenging. Equipment and facilities at Holbrook and Henty still being used for programs. Other VET providers have been used to provide/promote delivery of programs.
Maintain contemporary information and computing technology facilities for education purposes.	2.1.2.3.1	Undertake an annual review of GHC community ICT facilities to monitor use, value and upgrade as required	Progressing	75%		Increased focus on ensuring both Henty and Walla Walla childcare centres were appropriately serviced by ICT requirements to deliver current and streamlined services.

We have services to promote and deliver health and wellbeing for all ages


Continue the Community Health and Wellbeing Alliance and implement the CH&W Plan

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Facilitate mental and physical health	2.2.1.1.1	Partner with community organisations and health services to deliver a mental	Completed	100%		Health and Wellbeing Alliance meeting held 24 October 2018 had focus on Mental Health and working with Youth (Gateway Health) and

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
awareness information		health program in October each year				TAFE to provider greater opportunities to include support around events and training. Mental Health Program planned for October 2019.
	2.2.1.1.2	List health and wellbeing events and links to community health services on the GHSC website	Progressing	50%		Ongoing review of content of new website and processes being implemented to maintain current linkages, networks and contacts.
Greater Hume Shire Council becomes a health promoting shire	2.2.1.2.1	GHSC supports and approves the actions of the Community Health and Wellbeing Alliance	Completed	100%		Council is committed to supporting the Health & Wellbeing Alliance
	2.2.1.2.2	Undertake a review of the Community Health & Wellbeing Plan	Progressing	60%		Progressing
Develop partnerships with local health services to plan & implement key health promotion initiatives: injury prevention, farm/work safety promotion, cancer prevention (particularly skin cancer prevention) & active community (physical activity promotion and	2.2.1.6.1	Engage the Community Health and Wellbeing Alliance in health promotion initiatives and support local, regional and national programs	Completed	100%		Well supported by high level presenters, sharing of information and contacts.



DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
nutrition).						
Continue to advocate, support and mentor the community based gymnasiums and gardens for health and wellbeing and community connectedness.	2.2.1.9.1	Monitor the accessibility of community based activities through support from the Alliance to provide feedback	Completed	100%		Ongoing

Develop a Greater Hume Shire Youth Plan and continue Youth Advisory Committee


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Provide training and mentoring opportunities for young leaders	2.2.2.1.1	Develop a young leaders training and mentoring action program	Completed	100%		<p>The young leaders training and mentoring action program is completed. The plan will commence from 1 July 2019. This document has been divided into 3 main categories focusing on the following programs:</p> <p>Youth Advisory Committee</p> <p>School Specific</p> <p>Staff Training in mentoring, and youth related issues including mental health, bullying, drugs and alcohol, homelessness</p> <p>Funding for the programs will be from grants applied for or budgeting from the Youth</p>

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
						Services funds.



Continue to support the enhancement of children services across the Shire

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Continue to review adequacy of existing childcare services and identify gaps in the provision of services according to the needs of local families	2.2.3.1.1	Undertake a biannual review of existing childcare services provided through engagement with preschools and other children's services	Completed	100%		Survey of early childhood providers undertaken in March 2018 and a report submitted to the May 2018 Council Meeting. A further review will be undertaken during 2019/2020
Ensure that Greater Hume Children Services remains a relevant and reliable service	2.2.3.2.1	Implement the Greater Hume Children Services Strategic Plan including the implementation of a targeted marketing strategy	Progressing	75%		Marketing strategy has been developed

Develop a Memorandum of Understanding with Community Transport provider to improve community transport outcomes


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Establish effective local community transport options	2.2.4.1.1	Support the ongoing Community Transport Reference Group and provide advocacy where required	Completed	100%		Advocacy regarding the on demand bus service with accessibility needs.

Advocate for safe work practices and employment standards

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual 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	2.2.5.1.1	Implement the strategies from the Workforce Management Plan	Progressing	25%		Implementation of actions from the Workforce Management Plan is a key priority of the recently created People & Culture team and it is expected that key actions will be implemented over the 2019/2020 year
Provide a safe work environment	2.2.5.2.1	Integrated risk management system developed and implemented	Completed	100%		Risk/WHS Committee continues to meet on a quarterly basis. Last meeting 13 June 2019.



Volunteering is inclusive, well acknowledged and supported

Council acknowledges, partners and supports community committees and organisations and celebrates volunteering


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Support self-help/support and interest groups such as men's shed, friendly visiting, craft groups and service clubs to be sustainable, accessible and inclusive.	2.3.1.1.1	Continue to acknowledge and work with local groups assisting with funding and resources to ensure there are accessible, affordable and inclusive.	Completed	100%		Many programs are working across all areas factoring in needs, leveraging resources and programs. For example, youth, libraries and children services working well across all areas.

Our residents feel safe



Street lighting is effective and energy efficient

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Implement the street light installation priority program	2.4.1.1.1	Commence the installation of new streetlights in accordance with the agreed priority program	Completed	100%		All lights installed and operational that could be funded under budget parameters
Expand the utilisation of solar powered and LED technology in streetlighting	2.4.1.2.1	Work with REROC to seek agreement with electricity authorities to implement LED technology for new and existing streetlights	Completed	100%		LED streetlights to be installed March 2021 by Essential Energy as part of Bulk Lamp Replacement Program

Implement Council's Road Safety Strategy


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Work with RMS, Lockhart Shire and the community to implement the Roads Safety Strategy	2.4.2.1.1	Implement the Road Safety Strategy annual priorities	Completed	100%		All Road Safety initiatives completed as per approved strategy with Roads and Maritime Services (RMS)




Engage community in developing and expanding accessible pedestrian cycle ways and walking track networks


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Council to investigate opportunities and invest in liveability infrastructure such as recreation facilities, cycleways, footpaths, recreational walking tracks	2.4.3.1.1	Implement actions from existing four year cycle ways plan	Not Progressing	0%		RMS has advised that no funding is available this year for shared paths projects in Greater Hume as part of Active Transport Program. Staff awaiting Active Transport Portal to open to apply for funding for next year. Council funding to be carried forward to next year.
	2.4.3.1.2	Implement actions from existing capital works program	Not Progressing	0%		No funding available this year from RMS for projects in Greater Hume. Applications for funding to be submitted shortly for next financial year.

Council provides learning and development opportunities for all

Community spaces allow our residents to learn and engage

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Investigate feasibility of developing additional libraries within the shire or improving access to library facilities and information services	2.5.1.1.1	Investigate alternative methods of service delivery to rural and remote communities	Completed	100%		Library staff are always investigating alternate methods of service delivery to rural and remote communities. The Little Book Nook program: Libraries and businesses promoting literacy has been extremely successful and staff would like to see this delivered in additional communities as well as other programs and services. The opening of the Jindera Library in June and the promotion received at the opening has meant plus the creation of a Jindera Facebook page, library Instagram page has seen the library well

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						received. Members of the community have access to library collections and services 5 days a week from 8.30am - 5.00pm. Grants received for the year have provided funds for alternate programs such as Tech Savvy Seniors, Get Online Week, Seniors Week, Grandparents Day, Be Connected and Law Week.
	2.5.1.1.2	Create and promote traditional and online library services	Completed	100%		Outreach program Little Book Nooks developed and shared with other Riverina Regional Libraries. A pop up library will be held in July in Henty at an event at the Henty Memorial Hall and a Local Government Week program accessing the Mobile Bus Services in Walla Walla will be held also in July.
	2.5.1.1.3	Investigate and implement new and innovative programs in Council's libraries	Completed	100%		The community engagement with library holiday programs is very good. Library staff have worked together to forward plan the programs for the upcoming year using the Library Operational Plan. The increase usage of social media including Facebook and the creation of a library instagram page has meant increased engagement by the community and staff are reaching the target audience.
	2.5.1.1.4	Promote existing programs to increase library participation	Completed	100%		Library membership and participation was reporting to Council in the March 19. Further information regarding the new Jindera Library was reported to Council at the Council Workshop on Wednesday 6 March 19.


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Create an environment that attracts and enables caring and qualified staff	2.5.1.2.1	Library staff to attend a minimum of two training information days with RRL annually	Completed	100%		Library staff have attended the State Library Drug and Alcohol training day held at the Henty Library on Friday 29 March and the RRL Branch meeting on Tuesday 9 April. To date all library staff have attended two or more training days.

Growth and Sustainability


Objective: We are revitalising our communities, welcoming visitors, growing our economy and promoting the lifestyle, culture and heritage offered in our communities.




We have prosperous and diverse local businesses and a growing economy




Transport Industry Development Strategy

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Develop a Transport Industry Development Strategy with the support of specialist external consultants and key stakeholders	3.1.1.1.1	Seek grant funding to undertake research into the transport industry to better understand growth opportunities and to inform the Transport Industry Development Strategy	Not Progressing	0%		

Partner with local, state and national departments and organisations to grow and expand accessible and inclusive local business


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Promote industrial development to enhance employment opportunities	3.1.2.1.1	Promote the existing industrial land development at Holbrook and Jindera	Completed	100%		Soft promotion continues with a further Lot at Holbrook Industrial Estate sold and two at Jindera.




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	3.1.2.1.2	Assess development opportunities for industrial land development elsewhere in the shire	Progressing	75%		New website has current industrial land offerings information. In May partnered with Walla Walla Refugee Resettlement Initiative Committee, NSW Premier & Cabinet, Multicultural NSW, RDA Riverina, and other stakeholder agencies to encourage migrants and refugees living in Sydney to consider relocating to regional areas including Greater Hume. Council attended jobs expo in Western Sydney to build a profile of Greater Hume (and Walla Walla particularly) as a desirable and welcoming refugee community.
Encourage and support local businesses to enhance employment opportunities	3.1.2.2.1	Implement Stage 2 Buy Local in Greater Hume" campaign	Completed	100%		Completed in first half of 2018. Buy Local signage refreshed in towns. Commercial print run of Buy Local Directory distributed to business database membership and made available at all Council customer service centres.
	3.1.2.2.3	Review Council's procurement practices to promote local purchasing where a fit for purpose and cost effective option is available	Completed	100%		LGP Vendor Panel established for local and regional suppliers which increases transparency and record keeping of procurement. During the 3rd and 4th quarters an emphasis has been placed on increasing the number of Requests for Quotations issued. Training sessions were held with suppliers/contractors during May/June at Holbrook, Culcairn and Jindera.

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
	3.1.2.2.4	Promote and support business mentoring and training services	Completed	100%		Work On Your Business Training Series completed, with 88% those respondents who completed the training very satisfied and 12% satisfied. 16 business registered for the training.
Advocate for employment opportunities with new and existing business/industry and local training	3.1.2.4.1	Continue to promote the buy local policies and invest in attracting new business to improve employment	Completed	100%		Council has updated the Buy Local signage in towns and has completed a commercial print run of the directory, which has been distributed to nearly 500 businesses in the database. The 2019 Business Survey was released in June 2019
Review the provision of Council's services and take action to address services that impede the smooth operation of local businesses	3.1.2.4.1	Investigate and adopt an option that allows remote access to Council's Culcairn Waste Management Facility	Progressing	50%		Initial investigations revealed that the cost of implementing remote access to be substantial. The process will require a tender to be prepared which will be done in 19/20.


Our towns and villages are revitalised


Implement inclusive and accessible Small Town Revitalisation Initiatives for all villages and towns as part of the Master Planning Process

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Undertake community consultation and	3.2.1.1.1	Investigate options for amendments to GHLEP	Progressing	75%		Work progressed on this planning proposal over the last quarter. The Department of

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
undertake data collection and research to inform amendments to GHLEP 2012		2012 to support more opportunities for residential development				Planning and Environment are requiring amendments to the drafting of the planning proposal and Council is awaiting a written response from the Department on their requirements so that Council can respond.
Continue to support and develop sporting facilities and other community infrastructure	3.2.2.1.1	Provide assistance to community groups in the development of funding applications	Progressing	75%		Support provided for community development grants.
	3.2.2.1.2	Promote Council's loans to community groups policy to encourage maximum uptake of available low interest loans	Progressing	75%		Loan to Burrumbuttock and Jindera Tennis Clubs confirmed to date
For Council to lead the strategic direction for each town and village	3.2.2.2.1	Develop or update masterplans for all towns and villages	Not Progressing	0%		Not progressing at this stage



Develop a New Resident Attraction Strategy for Greater Hume Shire and expand new residential estates





DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Promote residential development	3.2.3.1.1	Investigate the cost of construction for residential land developments	Progressing	90%		Walla Walla residential subdivision 90% complete. Discussions have commenced for the acquisition of residential land at Culcairn.




DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Attract new residents to the shire	3.2.3.2.1	Investigate opportunities to benefit from the Evocities strategy	Completed	100%		Council is a participant of Country Change initiative to encourage people from cities to move to the Riverina (and Greater Hume). Discussions held with Country Change regarding expanding testimonials provided by 'movers' and creation of video which is portable content. Council has committed to Country Change platform for 2019-2020.



Increased number of visitors enjoy our shire




Develop a local tourism operator forum and strategy


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Implement the Greater Hume Shire Visitor Experience Plan	3.3.1.1.01	Encourage development, promotion, funding and management skills of events which are family orientated, locally led and unique.	Completed	100%		Currently promoting and servicing over 180 events across Greater Hume. Events Guide updated on a regular basis.
	3.3.1.1.02	Support Greater Hume Shire's tourism operators and event organisers to participate in Awards at local, regional, state and national level.	Completed	100%		Greater Hume Visitor Information Centre pulled out of awards due to temporary resourcing issue. However Greater Hume had one operator (Greater Aussie Holiday Park) nominate and receive Silver Award for Regional Tourism Awards 2019 and receive Bronze Award for 2018 NSW Tourism

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
						Awards.
	3.3.1.1.03	Identify and develop interpretational signage for towns/villages, attractions and historical areas.	Completed	100%		Ongoing, completed signage for Morgan's Lookout viewing platform.
	3.3.1.1.04	Work collaboratively with local, state and federal governments and organisations to enhance our visitor experience.	Completed	100%		Many visitor experience projects either completed or underway via NSW and Federal Government funding opportunities inc Stronger Country Communities Funding and Office of Environment and Heritage.
	3.3.1.1.05	Create an ambassador/famil program and develop workshops to promote the visitor experience.	Completed	100%		Ongoing, developing awareness through Tourism Public Forums.
	3.3.1.1.06	Ongoing development of Visitor Information Point network, with a greater emphasis on communication, training and famils	Completed	100%		Ongoing communication and training.

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
	3.3.1.1.07	Ongoing development of visitgreaterhume.com.au and the Murray Regional Tourism Board digital platform including ATDW and corporate pages.	Completed	100%		Greater Hume will be developing our own Visitgreaterhume website, (from Opencities site) which will link to the new Murray Regional Tourism site.
	3.3.1.1.08	Liaise with media by offering to arrange interviews, testimonials, new developments, special events, awards, articles, photography or regular spots on radio and TV or articles in print and social media.	Completed	100%		Ongoing, monthly column in ERC, regular social media posts via facebook and instagram. Liaison with Out and About journalists to develop Greater Hume stories.
	3.3.1.1.09	Continue to promote Greater Hume Shire's social media presence on Facebook and develop resources (eg photography and film) to expand into other sites such as twitter, Google maps, YouTube, Instagram and Pinterest.	Completed	100%		Instagram page gaining traction. Facebook followers are growing: <ul style="list-style-type: none"> o Greater Hume Council – 1367 followers o Greater Hume Visitor Information Centre – 447 followers o Holbrook Submarine Museum – 855 followers

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
						<ul style="list-style-type: none"> o Greater Hume Children's Services – 651 followers o Greater Hume Youth Advisory Committee – 273 followers o Buy Local in Greater Hume – 320 followers
	3.3.1.1.10	Develop self drive and walk/bike/ride tour itineraries incorporating historical and environmental attractions in towns/villages and shire.	Completed	100%		Ongoing, will develop alongwith new Visitor Guide in 2019
	3.3.1.1.11	Incorporate into budget attendance/presence at specialist events such as caravan and camping shows, travel shows and other specialist events by either tourism staff or operators.	Completed	100%		Ongoing, Greater Hume Visitor Guides to Caravan and Camping Shows with Murray Regional Tourism and Destination Riverina Murray stands and exhibition at Henty Machinery Field Days.

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
	3.3.1.1.12	Greater Hume Tourism Public Forums held quarterly in different community locations where tourism operators, event organisers and interested members of the public are invited to discuss current tourism trends, initiatives and opportunities	Completed	100%		Quarterly forums have been held at Culcairn, Burrumbuttock, Walla Walla and Holbrook.
	3.3.1.1.14	History and Heritage - Museums Program 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.	Completed	100%		Ongoing, achievements are: three disaster bins for museums, continued contract of Museum Advisor, regular workshops and visits, funding opportunities developed.
	3.3.1.1.15	Natural Environment - Liaise with NSW Government agencies to further develop the natural areas of Lake Hume, Doodle Cooma Swamp, Gum Swamp, Woomargama National Park, Murray River,	Completed	100%		Morgan's Lookout stairs, viewing platform and signage completed,





DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
		Benambra National Park, Billabong Creek.				
	3.3.1.1.16	Agri Tourism - Encourage individuals and agricultural businesses to development farm gate and niche produce and participation in Murray Regional Tourism's Food and Agri Tourism Program.	Completed	100%		Murray Regional Tourism Food and Agri Tourism Opportunities Report has been released. Meetings have been held to gauge interested to implement strategies.



Good infrastructure and facilities

Objective: Our development and maintenance is sustainable, environmentally responsible, accessible and enjoyed by our community.


Infrastructure and facilities meet the needs of our communities


Develop and implement five yearly Asset Management Strategy and Plans

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Identify opportunities for external grant funding	4.1.1.1.1	Seek grant opportunities and advertise on Council's website	Completed	100%		All relevant grants are advertised on GHSC website and emailed to community groups
	4.1.1.1.2	Council actively seeks and applies for grant funding for non-budgeted identified priority projects	Completed	100%		Almost 10M in additional road funding secures during the 2019/2019 Financial Year. Stage two applications submitted for Safe and Secure Water Program submitted for Jindera Sewerage Treatment Works and Culcairn Water Tower.
Ensure investment in the upgrade of roads infrastructure is targeted and prioritised	4.1.1.2.1	Review and implement Council's Roads Strategy	Progressing	90%		Capital Roads Program has been completed as detailed in 2018/19 Delivery program except for 75% of Gravel Resheeting Program which has been carried forward to be completed in early the 2019/20 financial year
	4.1.1.2.3	Continue to collect and record asset data in order to inform current and future	Progressing	50%		No work done on Asset Management Plans or Strategies, due to staffing issues. Data collection is continuing, with data cleansing


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
		asset management strategies and plans				being undertaken in preparation for revaluation of Roads to be completed in 19/20 Financial year
Develop an Integrated Asset Management Plan for all of Council's assets	4.1.1.4.1	Review the Asset Management Plan for water and sewer assets	Not Progressing	0%		No work has been undertaken on the review of Asset Management Plans for Water and Wastewater, as it is not due to be done until 2020/21
	4.1.1.4.2	Undertake a revaluation of all Council owned/controlled land and facilities	Progressing	50%		No work has been undertaken on updating Asset management Plan for Council Land and Buildings, as it is not due to be done until 2020/21

Engage the community to develop Recreation Plan describing accessible and age friendly public facilities in our spaces and places •
Parks Playgrounds and Reserves • Public Toilets • Sporting Fields • Swimming Pools • Public Halls


DP Action	Action Code	Action	Status	Progress	Traffic Lights	Annual Comment
Support with long term planning and maintenance at recreation grounds	4.2.2.1.1	Develop a master plan for sporting grounds in each of the five major towns incorporating drainage, irrigation and turfing options	Progressing	10%		Not commenced, but new irrigation at Henty Recreation Reserve to be installed in 2019/20 Year

DP Action	Action Code	Action	Status	Progress	Traffic Lights	Annual Comment
Review current Public Toilet Upgrade Program and develop an upgrade program for playgrounds	4.1.2.3.1	Implement a process to review public toilet upgrade program and develop an upgrade program for playgrounds	Progressing	10%		Investigations on hold until staff resources are available to undertake consultation


Affordable, accessible housing supports the needs of the community

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Continue to provide social housing and consider supporting housing for disadvantaged younger people and families linking them to local services for support	4.1.3.1.1	Review social housing processes providing opportunities for disadvantaged younger people and families	Progressing	80%		An initial review of processes and agreements has been completed. Specific areas for review are asset management, tenant management and day to maintenance requests. Lease arrangements being implemented.


Improve streetscapes of our towns and villages

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Develop and implement a street tree plan for each town and village	4.1.5.1.1	Map all street trees in towns and villages on Council's GIS mapping system	Not Progressing	0%		Not commenced due to other priorities in Asset Group


Expand waste water strategies into villages

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Investigate and develop concept designs for waste water collection and treatment in Gerogery and Woomargama and Burrumbuttock	4.1.6.1.1	Scope and cost schemes in each of the identified villages	Progressing	10%		No further work at present, until schemes have been identified in new IWCM to be completed over next 12 - 18 months , if successful with grant funding

Develop a Storm Water Capital Works Program


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Develop an Asset Management Plan for stormwater assets	4.1.7.1.1	Complete mapping of stormwater assets	Progressing	75%		All Stormwater assets mapped. Asset Management Plan on hold due to other priorities in Assets Group

Mitigate against natural disasters (Flood and Bushfire Management)


DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Implement strategies identified in the adopted Flood Plain Risk Management Plans and Bushfire Risk Management Plans with successful funding applications	4.1.8.1.1	Submit funding applications for flood and bushfire mitigation works and implement works if funding is successful	Completed	100%		Notification received of successful grant applications for survey and design work for flood mitigation projects in Culcairn, Henty and Holbrook. to be commenced shortly. Applications submitted for survey and design of Walla and Jindera flood mitigation projects.

We minimise the impact on the environment


Waste Management Strategy incorporates recycling and carbon reduction actions

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Develop a Waste Management Strategy that includes a transition to a waste facility with a Environmental Protection Licence	4.3.1.1.1	Undertake the adopted recommendations arising from the first year of Greater Hume Waste Strategy 2018-2023	Progressing	90%		The waste strategy was adopted after the final quarter of 18/19. The strategy includes 13 recommendations which will guide the delivery of Councils waste services and these recommendations will be applied over 19/20.



On-site Sewerage Management systems are environmentally sustainable

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Continue to improve and monitor the management of onsite effluent disposal within the shire	4.3.2.1.1	Implement the On Site Sewerage Management (OSSM) Policy	Completed	100%		Council has continued to implement the onsite sewerage management policy. Over 18/19 Council required numerous ossm to be upgraded and repaired either through the pre-purchase inspections or via compliance inspections.



Best practice waste water management

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Manage waste water and effluent in a sustainable manner	4.3.3.1.1	Provide and maintain sewerage disposal and effluent reuse systems that meet the needs of residents of the shire	Completed	100%		Effluent reuse systems operating as required



Best practice weed management

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Continue to support effective weeds management (private and public lands)	4.3.4.1.1	Actively participate in the Murray Weed Action Plan	Not Progressing	25%		Participation with the Murray Weed Action Plan has continued. Greater Hume Shire Council is no longer the lead agency which has been assumed by the Murray LLS.
	4.3.4.1.2	Undertake inspections on private and public land to detect and assess weed infestations	Completed	0%		Council has not replaced the Senior weeds officer position when the incumbent employee retired which results in a reduction in the capacity for Council to complete property inspections by a small extent.

Drive energy efficiency with implementation of renewable and efficient assets and resources



DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Investigate opportunities to reduce the energy and water costs at Council's sporting facilities	4.3.5.1.1	Installation of energy saving infrastructure at recreation grounds across the shire as recommended by the energy audit	Not Progressing	0%		No work as SCCF application was unsuccessful, other funding options being investigated
Develop an energy efficiency plan for all Council assets and facilities including Council's small plant fleet	4.3.5.2.1	Undertake an energy efficiency upgrade at Council's Culcairn office and analyse the efficiencies gained against base line data	Completed	100%		Physical work completed and the targeted efficiencies are being reviewed.

Manage water resources and water quality responsibly

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Implement the program of works identified in the Drinking Water Quality Management Plan	4.3.6.1.1	Implement the program of works identified in the Drinking Water Quality Management Plan for 2017/2018	Completed	100%		Works continuing on actions as detailed in plans
In conjunction with Riverina Water County Council investigate the future management of water supply assets in	4.3.6.2.1	Completion of a feasibility study into the management of water assets within Greater Hume Shire	Completed	100%		No further action following Council decision to retain Water Assets

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
Greater Hume Shire		by Riverina Water County Council				

Manage and protect significant environmental assets across the shire

DP Action	Action Code	Action	Status	Action Progress	Traffic Lights	Annual Comment
For Council to be proactive in relation to environmental management practices	4.3.7.1.2	Promote household hazardous waste collection at a number of sites across the shire	Completed	100%		A household chemical collection was held in June. The response was quite poor and Council will need to reconsider how to better promote the collection of household chemical waste
	4.3.7.1.3	Undertake bi-annual home composting campaign	Completed	0%		Councils waste strategy provides recommendations relating to the disposal of organic waste and advises that Council will investigate kerbside collection of organic waste. It was not possible to coordinate a home composting program in 2018/2019 however should funding opportunities present Council may apply for funding to hold future home composting training.