



Greater Hume Shire

simply greater

Quarterly Management Report

Q4, 2016/2017

: GREATER IDEAS BY OUR GREAT PEOPLE

A progressive community

Improve community participation in decision making

DP Action	Action Code	Action	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.	Compliance with statutory requirements achieved.
Improve community attendance at Council meetings and provide greater contact with local councillors.	1.1.1.2	Investigate and implement enhanced online communication tools using technologies such as social networking mechanisms.	Ongoing, currently managing 3 Facebook pages and investigating other social media alternatives.
Improve community attendance at Council meetings and provide greater contact with local councillors.	1.1.1.3	Hold a minimum of 2 Council meetings per annum at venues other than Culcairn or Holbrook.	November meeting held at Gerogery. 175 letters issued to ratepayers with Gerogery in 'TOWN' field. Eight residents attended the meeting. March meeting held at Burrumbuttock. 150 letters issued to ratepayers with Burrumbuttock Town field. 25 residents attended the meeting.
Instigate improved communication methods to facilitate discussion on the major issues covered within this plan.	1.1.2.1	Investigate contemporary community engagement practices.	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. Council's Disability Inclusion Action Plan (DIAP) is underway with extensive consultation with staff and people with a disability and their carers to inform the DIAP.

DP Action	Action Code	Action	Comment
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.	Combining with AlburyCity to deliver training in February and March 2017. Three councillors participated in REROC Professional Development Day 1 April 2017.
Provide councillors with facilities and support (including training) to ensure their ongoing professional development.	1.1.3.2	Provide adequate equipment and support for the Mayor and councillors to undertake their role(s).	Payment of Expenses and Provision of Facilities Policy adopted at the June Council meeting.
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.	Re Communication Plan, produced an insert in the annual rates notice and two GH Newsletters per year, in Autumn and Spring. Commenced work on Spring.
Proactively use local media to ensure that challenges and opportunities that the Shire must contend with are fully disclosed to the community.	1.1.4.2	Coordinate and publish weekly classified advertisements to promote Council activities, events and issues.	Public Notices classified advertisements placed on needs basis in Border Mail, community newsletters and other publications.
Proactively use local media to ensure that challenges and opportunities that the Shire must contend with are fully disclosed to the community.	1.1.4.3	Ensure that timely information is communicated through a range of tools and that messages are consistent and easy to understand.	Newspaper, mail outs, website utilised. Media releases issued.

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

DP Action	Action Code	Action	Comment
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.	Currently there is a volunteering page on website and ongoing social media posts. Have directed potential volunteers to various community organisations in shire.
Use the Shire's media to encourage newcomers and groups to become involved in volunteering in the Shire.	1.2.1.2	Update information on volunteering in Council's Residents' Handbook to encourage new residents to join local management committees, etc.	Residents Guide updated June/July 2017
Provide a personal invitation to younger people to join community groups.	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.	Youth Advisory Committee (YAC) is proactive in forming partnerships with existing community groups. Four members of the YAC are involved in assisting with Council's Australia Day celebrations. A member of the YAC is also involved in a partnership with both the Henty Rotary Club and Henty Skate Park events.
Provide a personal invitation to younger people to join community groups.	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.	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. The Chairperson of the GHS YAC travels regularly to Sydney to partake in the 2017 Youth Week committee meetings. The L&YSDO and L&CT continue to provide invitations to young people to join the GHS YAC.
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.	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.	Students from Billabong High School continue to volunteer at the Culcairn Library. Members of the Greater Hume Shire Committee are volunteering at Library holiday events and other community events all of which are promoting intergenerational activities.

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

DP Action	Action Code	Action	Comment
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	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.	Priority list template will be developed during first quarter of 2017/2018 Financial Year.
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.	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 seeking grant funding.	Assistance is offered to any organisation in Greater Hume Shire who expresses an interest in applying for a Council Community Development Grant. An overwhelming response to the 2016-17 GHSC Community Development Grants was received this year, 13 local organisations were funded and all of a high standard. As a result over \$250,000 worth of projects and infrastructure will be spent in the shire. 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

DP Action	Action Code	Action	Comment
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	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 circumstance.	1.4.3.1	Develop a young leaders training and mentoring program. Refer Action 1.2.2.2	L&YSDO continues to mentor the GHS YAC in organising programs and events which have included the successful Youth Week Hope Banquet, school holiday events for young people and library events. Youth Advisory Committee members have also been encouraged to take part in other State wide youth organised programs such as Emily Jones who is on the NSW Youth Week Committee.
Provide training and mentoring opportunities to our younger leaders. Ensure that training and mentoring is relevant to an individual's business or circumstance.	1.4.3.2	Annually, conduct a Work Inspirations Day workshop with secondary school students in the shire.	The annual GHS Work Inspirations Day workshop was held on 21 October 2016 with students from BHS invited to attend.
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.	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.	A total of 11 nominations from community members or organisations for Australia Day Awards at Henty 2017

Provide opportunities for the community to continually learn

DP Action	Action Code	Action	Comment
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.	Staff at libraries in the Greater Hume Shire are continually providing services to members of the community. The Library & Youth Services Development Officer will attend the NSW PLA SWITCH Conference in November 2017 to increase knowledge on providing service delivery to rural and remote communities.
Investigate feasibility of developing additional libraries within the shire or improving access to library facilities and information services.	1.5.1.2	Create and promote on-line library services.	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. New initiatives such as "Join the Library it Free" have been sent to all community newsletters in the Greater Hume Shire. The Greater Hume Shire Libraries have also been successful in obtaining State Library Tech Savvy Senior funding. The funding was used from March - June at the GHS Culcairn, Henty, and Holbrook Libraries to provided computer and internet usage training for seniors in the community.
Investigate feasibility of developing additional libraries within the shire or improving access to library facilities and information services.	1.5.1.3	Investigate and implement new and innovative programs in Council libraries.	The libraries in the Greater Hume Shire have held innovative programs for all members of the community over the twelve month period. The Library & Youth Services Development Officer and a Customer Service & Library Officer will attend the PLNSW SWITCH Conference in November to learn about new and innovative programs to run in the Council libraries.
Investigate feasibility of developing additional libraries within the shire or improving access to library facilities and information services.	1.5.1.4	Promote existing programs to increase library participation	Continually existing library programs which include Homework Club, Storytime Tech Fridays, Computers for Seniors, Adults Computer classes are promoted and provided at the three shire libraries to assist community members in improving access to information services. All programs in the Greater Hume Shire

DP Action	Action Code	Action	Comment
			Libraries are continually promoted on Library Facebook pages, Websites, community notice boards and newsletters in the libraries.
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.	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.	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 Resource Centre.	Riverina TAFE continue to deliver courses from both the Holbrook CTC and Henty Library, successful so far, ongoing monitoring and meetings happening with TAFE
Liaise 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.	Partnership with Riverina TAFE maintained. Successful Work Inspiration Day held in November 2016.

A sustainable community

Attract new residents to the Shire

DP Action	Action Code	Action	Comment
Continue with the Shire's Image Strategy, ensuring that a promotion plan is created that guides any	2.1.1.1	Review 'simply greater' branding strategy	Communications Policy adopted at December Council meeting. Communications Plan presented to Council at the June which will underpin the review of the branding strategy. Consultants

DP Action	Action Code	Action	Comment
advertising.			appointed to develop a brand manual.
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.	ED&S Plan and Communications Strategy and Implementation Plan completed March and June respectively, which underpin the development of the housing affordability promotion
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.	Achieved and ongoing, monthly Whats On sent to media outlets and also daily posts on events throughout shire on facebook. Seasonal promotion of events through Out and About.

Improve leadership capability within the Shire

DP Action	Action Code	Action	Comment
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.	Council has had discussions with Office of Water and Dept of Heath officers has allowed the further expansion of the GHSC reuse scheme at Culcairn. Preliminary discussions have allowed the expansion of the scheme to local Golf Club and cemetery. However the approval process needs to be further refined to make this process simpler.
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.	Working with REROC to fund an Energy Efficiency Project Officer across the Region. Funding included in the 2017/2018 budget to install solar panels on the Culcairn Office as a pilot project. Solar panels installed on Jindera Community Hub which will eliminate large majority to power use

Proactively seek to attract industry and business

DP Action	Action Code	Action	Comment
Implement the actions described in Goals 9 to 11	2.3.1.1	Implement the actions described in Goals 9 to 11	

To be as effective as possible with our funding constraints

DP Action	Action Code	Action	Comment
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.	Membership of REROC and RAMROC maintained. Council resolved at the May Council to withdraw from membership of RAMROC and concentrate activities with REROC.
Cooperatively work with surrounding councils to identify where resources and costs can be shared.	2.4.2.3	Continue Road Safety Officer program in conjunction with Lockhart and Urana Councils.	Following Council amalgamations Council now only has a joint agreement with Lockhart Shire and RMS. Council has employed a new RSO and all requirements of the RSO position are being met
Cooperatively work with surrounding councils to identify where resources and costs can be shared.	2.4.2.4	Investigate the feasibility of cross shire border initiatives (e.g. utilisation of plant fleets, human resource sharing, etc.).	Joint sealing contract has been arranged between Greater Hume, Lockhart and Federation Councils, providing savings to all Councils from bulk tendering proposal.
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.	Refer comment at 2.2.6.1
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.	Contributed significantly to submission to NSW Rural Fire Service regarding timing of new funding model resulting in a saving to Council of \$20,000.

: 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

DP Action	Action Code	Action	Comment
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.	New businesses: Caltex Service Centre, Holbrook (25 new jobs), Jindera Service Station, The Fox and Brew, Doctor's Surgery and Pharmacy Walla Walla. Café approved Morven. Round Hill Homestead Function Centre, Satch & Co art gallery, Henty Lamb, Holbrook Quality Meats.

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

DP Action	Action Code	Action	Comment
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.	Report to Council at May meeting regarding visitor attraction signage, which recommended no further action. Submarine sign replaced at Mullengandra Creek. Satch and Co highway signage north and south of Holbrook.
Investigate the possibility of niche tourism marketing strategies around the characteristics of the bypassed towns (e.g. 'home of the sub', 'gateway to upper murray').	3.4.3.1	Establish billboards and other signage to promote Holbrook and Woomargama.	Achieved and ongoing, refreshed billboard for Mullengandra has been erected by Ooh Media.
Investigate the possibility of niche tourism marketing strategies around the characteristics of the bypassed towns (e.g. 'home of the sub', 'gateway to upper murray').	3.4.3.2	In partnership with Roads & Maritime Services seek funding for the construction of ANZAC Avenue of Honour.	Completed

DP Action	Action Code	Action	Comment
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.	3.4.4.1	With support of local businesses conduct a visitors/ business survey within 12 months of the completion of the bypass.	Achieved and ongoing, results in Tourism and Promotions Monthly report to Council

A welcomed, supported and involved community.

To maintain a sense of community (and involve people)

DP Action	Action Code	Action	Comment
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.	Residents guide available for new residents. Available at customer service offices and libraries. Business Directory released 4th quarter.
Reintroduce welcome packs to new residents, including a local directory of community groups.	4.1.1.2	Participate in regional advertising campaigns promoting the Shire as an alternative place to live.	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).
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.	4.1.2.1	Facilitate the development of a theme for each town and village within the Shire.	To be completed as part of the implementation of revised Economic Development & Social Plan. Initiatives included in 2017/2018 Delivery Plan.

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

DP Action	Action Code	Action	Comment
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)	Achieved and ongoing, over 150 events promoted through facebook, Whats On, town and shire websites, Destination NSW, Tourism Australia.
Improve the frequency of communicating events to the community through the use of radio, newspapers, Council website and tourist information centres.	4.2.3.2	Promote increased use of GHSC and town websites to community groups.	Achieved and Ongoing Total Visits for year, Culcairn (2539), Henty (5427), Holbrook (11593), Jindera (2380) and Walla Walla (2918).
Improve the frequency of communicating events to the community through the use of radio, newspapers, Council website and tourist information centres.	4.2.3.3	Conduct website training.	Achieved and ongoing, monthly Whats On now appears in Community newsletters on a regular basis, websites and visitor information centre's.
Encourage the community to provide more input to newspapers and newsletters.	4.2.4.1	Increase the number of positive stories about the shire and our communities.	Achieved and ongoing, many articles in print media, numerous posts in social media.

To increase the life education that our younger people receive

DP Action	Action Code	Action	Comment
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	4.3.1.1	Continue to investigate funding opportunities to address youth risk taking behaviours.	The FRRR Heywire - Operation Defrost project with the drama students from BHS providing a 10 minute play on the impact of drugs on young people in families at the LHAAC Mental Health Forum on Thursday 16 March has been completed. Rooftop Media has produced DVD's for all of the participants of the 10 minute play which will be handed out a formal event.

DP Action	Action Code	Action	Comment
education • protection of the environment, the need for recycling and climate change.			The GHS YAC worked with the LY&SDO to submit a Youth Opportunity grant which will provide our young people with training in the areas of creative and practical skills development, driver education and life skills.

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

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

DP Action	Action Code	Action	Comment
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.	Asset Management Plans to be reviewed, Roads Strategy review completed
Determine the resources needed for maintaining and improving services and facilities through time	5.01.1.2	Review Asset Management Strategy on an annual basis.	Asset Management Strategy under review
Council to lobby for funding to maintain services and facilities.	5.01.4.1	Maintain membership of ROC's to ensure appropriate avenues to lobby for additional funding are maintained.	Bridge assessments funded through Fixing Country Roads have completed and awaiting the report. As mentioned previously Council is working with REROC to employ an Energy Efficiency Project Officer across the region with the aim of tapping into renewable energy funding,
Council to lobby for funding to maintain services and facilities.	5.01.4.2	Lobby other levels of government to ensure timely implementation of NBN and improved telecommunications across the shire.	Rollout of fibre to the node technology completed in Culcairn, Henty and Holbrook. Business Forum on NBN availability held 11 May 2017.

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

DP Action	Action Code	Action	Comment
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.	Councils building portfolio has been adequately maintained over the period.
Ensure that all aspects of Council's cemetery operations are carried out in an appropriate manner with due respect and accuracy.	5.02.2.1	Implement an annual maintenance program and service standards for cemeteries.	
Ensure that all aspects of Council's cemetery operations are carried out in an appropriate manner with due respect and accuracy.	5.02.2.2	Maintain maintenance contract(s) for Culcairn, Henty, Holbrook Jindera and Walla Walla cemeteries.	
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.	Public convenience maintenance has been completed to required standards with minimal complaints
Establish and maintain a rolling works program to ensure public conveniences are maintained to an appropriate standard.	5.02.03.2	Review and implement annual service standards for public toilets.	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 requirements of the community.	5.02.04.1	Refer Action 1.4.4.1	Management Committee manual completed in 2014

DP Action	Action Code	Action	Comment
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.	Extensive maintenance program undertaken to remedy issues on all roads caused by wet weather.
Ensure all urban roads within all communities are sealed or where unsealed are maintained in accordance with a system of programmed maintenance.	5.02.05.2	Develop an annual capital works program.	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.	Council Works Program developed as part of 2016/17 Budget Process
Provide and maintain a suitable footpath network in our urban centres.	5.02.07.1	Maintain an inspection and maintenance system.	Maintenance has been completed as required on Councils Footpaths
Provide and maintain a suitable footpath network in our urban centres.	5.02.07.2	Maintain an annual capital works program.	Footpath capital projects progressing as required
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.	Maintenance has been completed as required on Councils Kerb and Channel and Stormwater Network
Provide and maintain a suitable stormwater drainage network including an adequate kerb and gutter network.	5.02.08.2	Develop an Annual Capital Works Program.	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	5.02.09.1	In consultation with communities across the shire, implement a street light upgrade program.	Development of priority street lighting installation list is complete. Priority List adopted by Council

DP Action	Action Code	Action	Comment
towns and villages.			
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.	No complaints other than when breaks have occurred in the mains. 100% compliance with drinking water standards (testing)
Provide a secure and reliable water supply to the community.	5.02.10.2	Implement water wise initiatives to promote reduced water consumption.	Wet Spring has delayed introduction of water wise initiatives.
Manage wastewater and effluent in a sustainable manner.	5.02.11.1	Provide and maintain sewerage disposal and effluent re-use systems that meet the needs of residents of the shire.	No complaints other than when breaks have occurred in the mains. 100% compliance with EPA licences (testing)
Manage wastewater and effluent in a sustainable manner.	5.02.11.2	Adopt appropriate pricing schemes for LTW discharges.	LTW Pricing for 2016 2017 year has been determined and adopted by Council
Coordinate and manage the ongoing maintenance and renewal of Council's plant and fleet.	5.02.12.1	Maintain and operate Council's plant fleet to ensure the timely completion of Council's Works Program.	Some plant purchases have been delayed, with a number not to be completed by June and will need to be carried over. Restructuring of position responsible for plant replacement is to be undertaken to improved plant replacement program

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

DP Action	Action Code	Action	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.	No applications lodged, awaiting funding opportunities. Some minor works proposed to commence shortly to alleviate a site specific issue in burrumbuttock

To improve youth services, activities and facilities

DP Action	Action Code	Action	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 Skate Park Committee to formalize partnerships with the Youth Advisory Committee in relation to the development of the Henty Skate Park.	L&YSDO worked with the Henty Skatepark committee sharing the costs to have Totem Skateboarding school provide a workshop at the Henty Skate Park on Thursday 20 April 2017. The workshop included the usual skate jam, lessons and great prizes however, Nige and David also worked with the young people on developing a code of conduct for the skate park as well as strategies on what to do if there is a disagreement at the park. The YAC is currently in the process of planning a Battle of the Bands to be held later in the year. Movies were held at various shire pools over the summer period.
Provide more activities and facilities for our younger people including: investigating the feasibility of skatepark(s) concerts and movies.	5.04.02.2	Continue to provide a range of youth activities across the shire in Youth Week and school holiday periods.	During the 2016/17 year there has been an increased number of youth activities held for young people in the shire and also an increased number of young people attending these events. The activities have included movies at the libraries and pools, bubbles soccer, Youth Week events such as the Hope Banquet and Totem Skateboarding School, travelling to Albury for Indoor Rock Climbing, and Laser Tag. There has also been the opportunity for interested young people to take part in the FRRR Heywire - Operation Defrost play held at the Billabong High School Mental Health Forum day.
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.	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.	

To maintain our health and aged care services

DP Action	Action Code	Action	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.	The GHSC Health and Wellbeing Alliance is established and will work to provide closer relationships with and between Council and the service providers in the shire. An Alliance meeting was held in October in Henty and served as a focus group for Council's Disability Inclusion Action Plan. The CHWBC continues to be a member of the Local Health 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.	Actions and projects detailed in the adopted Community Health & Wellbeing Plan implemented within budgetary constraints.
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.	Regular teleconferences maintained, now scheduled on a quarterly basis with Murrumbidgee Local Health District and 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.	Quarterly meetings of Health and Well Being Alliance continuing.
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	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. To date we have had no further feedback from them.
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.	Heywire grant for Operation defrost short 10 minute play presented to Local Area Health Committees Mental Health Forum at Billabong on 16 March 2017. Awaiting film of play to be

DP Action	Action Code	Action	Comment
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.	completed by Rooftop Media. Community Health and Wellbeing Plan being developed including the establishment of a formal alliance with service providers and other relevant agencies. DIAP developed and adopted by Council

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

DP Action	Action Code	Action	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.	No issues brought to Council's attention to date.

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

DP Action	Action Code	Action	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.	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) across the shire	Currently under investigation is a Family Day Care OOSH model that could potentially be run from the new Jindera Community Hub

DP Action	Action Code	Action	Comment
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.	Marketing strategy is underway as part of the new Greater Hume Children Services Strategic Plan. New website brief has been developed and providers will be met early in the new year.

To continue to provide the community with schooling services they require

DP Action	Action Code	Action	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.	The L&YSDO continues to source partnerships with education and other providers that will provide young people with life skills, particularly educators who will be able to attend the GHS YAC meetings to provide training for the committee on a range of topics from mental health, drug and alcohol and program and event planning . In the last twelve months the L&YSDO has worked with Billabong High School teachers and students to present the FRRR Heywire - Operation Defrost play at the annual Mental Health Forum, an application for a Youth Opportunity Grant to increase the capacity and resilience of students. The L&YSDO has also formed a partnership with the Henty Lions Club, and the Holbrook Rotary Club to improve the life skills of young people in the shire.
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.	The Henty and Holbrook Libraries continue to hold the After School Study Club on a weekly basis. All three static libraries in the GHS provide 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	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.	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.	Achieved and ongoing, over 50 cultural events promoted during year.
Increase the number of people participating in the arts and cultural activities through promotion of diverse activities in the media	5.09.2.3	Work with organisations such as Murray Arts to facilitate the hosting of cultural activities throughout the shire .	At the moment cultural activities are done on an ad-hoc basis as opportunities through libraries and other organisations arise, to be reviewed. Carpe Diem was held in October in Henty and Holbrook and very well attended. This was done in partnership with the Rural Adversity Mental Health Program. There were a number of cultural activities held in the libraries.
Increase the number of people participating in the arts and cultural activities through promotion of diverse activities in the media	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.	Achieved and ongoing, Sum of Us Object Stories, Disaster Planning Workshop, Diversity - Bring our stories to Life projects all completed including promotion and writing workshops, collection development and volunteer training.

To maintain our community halls

DP Action	Action Code	Action	Comment
Utilising the completed audit of community halls, undertake the required maintenance as required	5.10.1.2	Undertake maintenance works as required	

To maintain and improve our sports and recreation facilities

DP Action	Action Code	Action	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.	
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	
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	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
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.	355 Committees have been advised of Access to Council Plant Policy

Enhanced access to services and facilities throughout the shire.

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

DP Action	Action Code	Action	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	6.2.1.2	Provide design advice for the provision of equitable building access.	Ongoing requirement

DP Action	Action Code	Action	Comment
for the less mobile.			

Continue to advance our identity and reputation.

Continue to enhance our identity and cohesion

DP Action	Action Code	Action	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.	Shire Wide, Jill's Cuisine featured in Spring newsletter. 12 media releases issued during the period.
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.	From January 2017, Council factsheets placed in monthly or bimonthly 5 community newsletters which feature a range of services, strategies undertaken by Council. Roads Strategy, Community Strategic Plan, Youth Advisory Committee, Delivery Program and Operational Plan, The Role of Councillors.
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.	Achieved and ongoing, Australia Day in 2017 at Henty had over 500 attendees, assisted in promotion of over 150 community events during year.
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.	Achieved and ongoing, assisted in promoted over 150 community events during year.

To implement best practice effective governance

DP Action	Action Code	Action	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.	Policy review ongoing. Throughout the year 18 policies reviewed, 5 new policies adopted and 1 policy determined obsolete.
Implement best practice governance strategies.	7.3.2.1	Progressively implement strategies outlined in Council's Fit for the Future Improvement Action Plan.	Service reviews continuing with Workshop held 22 March 2017, however due to staff shortages external assistance may be required to progress in a timely manner. Loan borrowings maintained in accordance with Long Term Financial Plan. Water and Sewerage revaluations undertaken in accordance with schedule. Industrial estate at Jindera substantially complete and review of cost of residential subdivision at Walla Walla underway.
Implement best practice governance strategies.	7.3.2.2	In conjunction with the Audit Committee develop and implement a revised Internal Audit program	Audit Program for 2016/16, 2016/17 and 2017/18 confirmed Quarterly meetings continued and progress towards addressing recommendations well advanced.
Maintain effective and open complaints handling processes.	7.3.3.1	Undertake effective investigation and resolution of complaints.	Management of Customer Action Requests continually under review to improve service levels
Maintain effective and open complaints handling processes.	7.3.3.2	Provide frontline customer service centres at Holbrook, Culcairn, Jindera, Henty and Walla Walla.	2016 Customer Satisfaction Survey indicates customer service provided is at a satisfactory level
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).	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.	Draft Economic Development and Social Plan completed and full review of IP & R documentation completed and adopted by Council.

Be a responsible employer of choice

DP Action	Action Code	Action	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.	Has been reviewed as part of IP & R documentation.
Provide a safe work environment.	7.4.3.1	Integrated risk management system developed and implemented.	Implementation of Integrated Risk Management System continuing,
Provide a safe work environment.	7.4.3.2	Injury management and rehabilitation services provided.	Proactive approach taken to work and non work related injuries to minimise long term cost to Council. Lost time injuries at lower levels than recent years which should resonate into lower premiums over time.
Provide a safe work environment.	7.4.3.3	Staff wellbeing initiatives provided.	GHSC Active and Confident Leadership Program completed and report received by Management.
Provide modern, safer and well maintained systems, processes, facilities, plant and equipment.	7.4.4.1	Implement an effective plant and fleet replacement program.	Plant purchasing continuing however some delays have occurred. Structure change proposed to alleviate issue in 2017
Provide modern, safer and well maintained systems, processes, facilities, plant and equipment.	7.4.4.2	Develop and implement a strategic replacement strategy for Council's information technology hardware.	No further action this quarter. Is an action internal Audit of IT.

Minimise risk and ensure continuity of critical business functions

DP Action	Action Code	Action	Comment
Facilitate training and education awareness programs regarding risk management to implement best practice records and risk	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	Refer 7.4.3.1

DP Action	Action Code	Action	Comment
management strategies.		to day operations.	
Facilitate training and education awareness programs regarding risk management to implement best practice records and risk management strategies.	7.5.1.3	Implement provisions of Document and Data Control policy and procedures.	Project completed
Maintain an appropriate insurance program	7.5.3.1	Manage the ongoing processing of claims and operation of claims management services.	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).	Review of BCP completed and senario testing undertaken
Implement and regularly test Council's business continuity strategy.	7.5.4.2	Investigate opportunities to partner with neighbouring councils in the implementation of BCP e.g. joint procurement of essential computer hardware.	Review BCP completed with support from Statewide Mutual
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.	Currently operating satisfactorily but issues have been identified as part of internal review of IT.

Ensure Greater Hume Shire Council is financially sustainable

DP Action	Action Code	Action	Comment
Maintain an investment strategy and policy	7.6.1.1	Maximise return on investments whilst ensuring protection of principle.	Ongoing and on target to meet budget expectations.
Maintain an investment strategy and policy	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.	Investment Policy to be reviewed and presented to Council Q1 - 2017/2018

DP Action	Action Code	Action	Comment
Implement best practice financial planning.	7.6.2.1	Undertake a thorough review of further budget savings, efficiency gains and revenue raising opportunities to create capacity with Council's current budget to contribute to a greater allocation to asset maintenance and renewal.	All opportunities for budget savings are fully investigated and implemented. Further review undertaken during formulation of the 2017/2018 Budget formulation.
Implement best practice financial planning.	7.6.2.2	Adopt a sustainable procurement policy and commence implementation of a sustainable procurement program across all council sections.	Use of LGP Vendor Panel continuing. A number of Procurement issues raised as part of internal audit of Procurement practices which are being progressing addressed. Local Preference Purchase policy developed and presented to Council. Procurement Procedures reviewed.
Implement best practice financial planning.	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.	Completed as part of full review of IP & R documentation.
Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets.	7.6.3.1	Facilitate opportunities for industrial and commercial land development and sale.	Tender let and construction substantially completed on Jindera Industrial Estate.
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.	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.	Rating model adopted for 2017/2018. Workshop on rating models held November 2016 and February 2017. Further workshop scheduled for September 2017

Provide efficient, effective and customer focused services to the community

DP Action	Action Code	Action	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.	Customer Services Centres operating effectively as evidenced by 2016 Customer Satisfaction Survey.
Monitor service levels in key service areas.	7.7.2.1	Undertake community satisfaction survey.	Community satisfaction survey completed in May 2016 with the Final Management Report submitted to the July 2016 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.	

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

DP Action	Action Code	Action	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 requirements.	7.8.1.1	Process all Complying Development Certificate (CDC) applications as submitted.	Approvals issued satisfactorily
Exercise the Council's statutory functions under the Environmental Planning & Assessment Act 1979 properly and equitably to determine applications efficiently and in	7.8.1.2	Process all Development Applications (DA) as submitted.	Target has been met. Acceptable processing has occurred.

DP Action	Action Code	Action	Comment
accordance with statutory requirements.			
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 requirements.	7.8.1.3	Provide certification and inspection services for building construction.	Ongoing
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 requirements.	7.8.1.4	Issue approvals and/or inspect work under Section 68 of the Local Government Act 1993	Approvals issued satisfactorily.
Implement requirements of the Companion Animals Act.	7.8.2.1	Operate efficient animal holding facilities.	On going
Implement requirements of the Companion Animals Act.	7.8.2.2	Investigate complaints and enforce provisions of Companion Animals Act as required.	Complaints have been actioned and monitored through CARS
Implement requirements of the Companion Animals Act.	7.8.2.3	Implement strategies to reduce euthanasia rates and offer subsidised microchipping services.	Council has strategies to rehome animals whenever possible
Maintain and improve food safety standards in accordance with the NSW Food Partnership Program.	7.8.3.1	Undertake inspections of regulated businesses to ensure appropriate public health standards are met.	Inspections are being undertaken as required
Maintain and improve food safety standards in accordance with the NSW Food Partnership Program.	7.8.3.2	Implement education and awareness activities on food handling and safety.	Ongoing Commitment

DP Action	Action Code	Action	Comment
Improve the monitoring and management of onsite effluent disposal within the shire.	7.8.4.1	Implement the On-Site Sewerage Management (OSSM) Policy	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	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.	Identified as action in ED&S Plan

To provide appropriate infrastructure to cater for our population

DP Action	Action Code	Action	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.	All RMS Regional Strategic Meetings attended by staff and GM or mayor
Maintain regular contact and networks with State and Federal Government departments responsible for road and rail	8.3.1.2	Support the ALGA and LGSA initiatives to extend and expand Roads To Recovery funding.	In the May 2017 Federal Budget it was announced that the Roads to Recovery Program would be continue to at least the 2020/2021 Financial Year.

DP Action	Action Code	Action	Comment
infrastructure policy and funding.			
Continue to identify State and Federal Government funding opportunities for road improvements.	8.3.4.1	Continue to lobby Federal and State Government departments for additional funding (e.g. Roads To Recovery).	Successful application under the Natural Disaster Restoration and Recovery Arrangements lodged. Additional road funding of \$500,000 received by Council for repair of roads due to prolonged wet weather in Winter/Spring of 2016.
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.	Refer 5.1.4.2

: A GREATER PLACE TO WORK

Enhanced job opportunities for our people

To be proactive in attracting business

DP Action	Action Code	Action	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.	Business e-newsletter issued Winter, Spring, Summer, Autumn. using Mailchimp format and distribution has grown to 450 business emails on database.
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.	Buy Local Business Directory compiled and printed. Distributed to all businesses contained on the business register. Survey included, feedback supports future distribution of printed copies.
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.	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 care - support services - aged care - specialised accommodation (e.g. dementia).	9.1.10.1	Investigate the expansion of services to assist in retaining our aged residents within the Shire.	Community Health and Wellbeing Plan adopted and strategies being implemented including the establishment of a formal alliance with service providers and other relevant agencies. Council participated in the Aging with Grace project conducted in August 2016 and will continue to support the 2017 event
Develop a home-based business information pack that targets home-based business investors and answers key start-up questions about planning, regulation, business	9.1.14.1	Provide business start- up tools on website (e.g. Start Your Own Business Here).	Tools are available via website and www.business.gov.au

DP Action	Action Code	Action	Comment
infrastructure, business development, etc.			
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).	Role of Murray BEC. Sales Secrets for Small Business held October, promoted through business database. 11 businesses registered to attend. Follow up with 2 clients. First Business Forum held 11 May 55 people attended the Digital Forum, 12 businesses attended the Digital session on the evening, and 13 businesses (from right across the shire) took up the opportunity to participate in one on one sessions with feedback from those businesses very positive.

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

DP Action	Action Code	Action	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.	
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.	Refer 9.2.4.2
Project manage the development of industrial estates so that electricity, water, waste management and gas requirements are supplied.	9.2.4.2	Construction of next stage of Jindera Industrial Estate.	Construction of Jindera Industrial Estate substantially completed and Contract of Sale prepared for three Lots with continuing solid enquiry

To grow our existing businesses

DP Action	Action Code	Action	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	Council awaits suitable grant to apply for funding for the project. Identified as an action in ED&S Plan. RDA Murray setting up Transport/Logistics support group for the region which Council can participate in.
Establish a regular networking forum between Council and local businesses.	9.3.3.1	Provide networking opportunities for businesses within the shire.	Liaison with Murray BEC, NSW Business Chamber continuing. Council promotes training workshops being conducted through Murray BEC via the business email database tree. Digital Business Forum held 11 May, 55 people attended.
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.	Council subscribes to REMPLAN Economic Profile with public access a feature. Greater Hume Shire Council Economic & Social Plan completed.
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.	Ongoing by MANEX

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

DP Action	Action Code	Action	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	Training plan developed for all staff through performance appraisal process and progressively implemented.
Investigate opportunities for traineeships and apprenticeships.	9.4.3.1	Develop a traineeship and apprenticeship employment strategy.	Four traineeships commenced - 2 x Civil Construction, GIS and Purchasing/Warehousing.

DP Action	Action Code	Action	Comment
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.	Council continues to support BEC courses with a sales training workshop being held in October. This is marketed through Council's electronic email database, BEC Sales Secrets For Small Business training course held in October. 11 businesses booked to participate. Further follow up required with 2 clients. BEC presenter featured in Digital Forum workshop held 11 May.

A sustained and vibrant farming sector

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

DP Action	Action Code	Action	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.	Meeting with Nicola James AusIndustry - Business Services to receive briefing on current programs under AusIndustry on 30 March 2017 identified opportunities for shire businesses to tap into Entrepreneur Program for businesses turnover >\$1.5M, with free comprehensive business evaluation available

Improved tourism and visitation

To promote our strengths

DP Action	Action Code	Action	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	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.	Achieved and currently servicing 10 VIPs.

DP Action	Action Code	Action	Comment
providing materials and knowledge on local attractions and events.			
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.	11.1.2.2	Review, refresh and renew Accredited Visitor Information Centre at Holbrook.	Achieved and ongoing
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.	11.1.2.3	Review, refresh and renew the Visitor Information Point network throughout the shire, with a greater emphasis on communication, training and famils.	Achieved and ongoing.
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.	Achieved and ongoing.
Support existing Council and town websites to best practice standards.	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.	Achieved and Ongoing, Facebook likes for Greater Hume Shire have risen from 560 (30 Sept 2016) to 671 (30 June 2017). 2 videos produced under Diversity project.
Create a marketing and promotion plan that communicates the range and quality of existing key attractions (including submarine, Morgan's Lookout, Henty Header, etc.).	11.1.4.1	Prepare a marketing and promotion plan for key attractions within the Shire.	Ongoing as part of the Visitor Experience Plan.
Work with adjacent councils to proactively promote our offerings to	11.1.5.1	Maintain strong links with Albury/Wodonga and Wagga Wagga tourism organisations.	Achieved and ongoing tourism partners with Albury/Wodonga and Wagga Wagga Tourism Groups.

DP Action	Action Code	Action	Comment
Albury/Wodonga, Wagga Wagga and other target markets considered appropriate and attractive.			
Work with adjacent councils to proactively promote our offerings to Albury/Wodonga, Wagga Wagga and other target markets considered appropriate and attractive.	11.1.5.2	Continue to nurture joint partnerships and relationships with neighbouring Local Government Areas and organisations such as Murray ARTS and Murray Regional Tourism Board.	Achieved and ongoing, Tourism and Promotions Officer attending regular meetings and developing initiatives with Murray Regional Tourism and Murray Arts in partnership with Albury/Wodonga and Wagga Wagga Cities.
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 articles in print and social media.	Achieved and ongoing. Regular adverts in The Border Mail's Out and About and liaison with local and regional media through What's On and various media releases in relation to tourism initiatives.
Enhance the opportunities to promote Greater Hume Shire	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.	Achieved and ongoing, encouraging packaging of product and promotion of the packaging through media and tourism organisations.
Enhance the opportunities to promote Greater Hume Shire	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.	Achieved and ongoing, more tourism operators (cafes, supermarkets etc) throughout shire are opening on weekends.
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 and Visitor Information Points.	Achieved and ongoing, report included in Tourism and Promotions monthly report to Council
Statistical data to be used to target visitor's requirements and patterns	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.	Achieved and ongoing, report included in Tourism and Promotions monthly report to Council and emails sent to tourism operators advising outcomes.

To leave visitors delighted with their visit

DP Action	Action Code	Action	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.	Stage 2 of Sladen St Henty has been delayed due to tendered prices being over budget. Additional funding approved by Council and Contract now accepted. Works to be undertaken in second half of 2017
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.	Available funding for the Heritage programme will shortly be fully expended and this programme will then cease.
Create highly visible promotional boards sponsored by local operators around key rest areas.	11.3.6.1	Town/tourist information boards developed and installed	Achieved and ongoing, Walbundrie's nearing completion.
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.	Achieved and ongoing, report in Tourism and Promotions monthly report to Council.
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.	Achieved and ongoing maintenance to guide
Publish an events calendar and	11.3.9.1	Determine appropriate mechanisms to	Achieved and ongoing, assisted in promotion of over 150

DP Action	Action Code	Action	Comment
widely distributed to all tourism operators.		promote events held within Greater Hume Shire.	community events during year.
Maintain sufficient funding for Council's VIC in Holbrook.	11.3.11.1	Undertake regular reviews of patronage and value of Holbrook VIC.	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.	Achieved and ongoing, workshop held in February, ongoing training held on an individual basis.
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.	Achieved and ongoing, developing a formal Tourism Public Forum Program.
Supporting tourism operators and communities to enhance the visitor experience.	11.3.17.1	Conduct visitor information workshops/meetings for tourism operators, community members and council staff of Greater Hume Shire to provide them with knowledge when assisting with enquiries from visitors.	Achieved and ongoing, workshop held in February and ongoing training on an individual basis.
Supporting tourism operators and communities to enhance the visitor experience.	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.	Achieved and ongoing, 6 webinars (Customer Service, Facebook, Instagram, ATDW Training, SEO, Marketing) were offered to tourism operators as wekk at MRT's Agri and Culinary Tourism Workshop.
Supporting tourism operators and communities to enhance the visitor experience.	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	Meeting was organised, due to lack of numbers it was decided to hold a series of four Tourism Public Forums in various locations in Shire instead.

DP Action	Action Code	Action	Comment
		Shire.	
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.	Ongoing, working on a number of maps. Walbundrie nearly completed.
Marketing of Greater Hume Shire's Visitor Experience	11.3.18.2	Participate and assist with development of the Murray Regional Tourism Board digital platform.	Achieved and ongoing, see report on Visit Greater Hume in Tourism and Promotions monthly report to Council.
Marketing of Greater Hume Shire's Visitor Experience	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.	Achieved and ongoing. Tours and trails webpage developed and continuously updated.
Marketing of Greater Hume Shire's Visitor Experience	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).	Achieved and ongoing, all operators and events on Get Connected, regular maintenance is ongoing.
Marketing of Greater Hume Shire's Visitor Experience	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.	Achieved and ongoing, now have a "Whats On" subscription button on all pages of visit Greater Hume website .
Marketing of Greater Hume Shire's Visitor Experience	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).	Achieved and ongoing. Visitor's Guide produced, photo library developed and you tube videos developed through Diversity project.

To ensure our existing businesses remain viable

DP Action	Action Code	Action	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 etc.).	2016 Business Survey conducted in February 2016.

: 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	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.	It has been a challenging year due to high numbers of applications and shortages of staff. Very few complaints have been received and applications have still be assessed in a timely manner.
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.	
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.	
Reduce our waste to landfill through effective waste management practices and recycling working to minimise waste being sent to landfill.	12.1.5.2	Monitor take up of rural skip bin collection service	
Reduce our waste to landfill through effective waste management practices and recycling working to minimise waste being sent to landfill.	12.1.5.3	Encourage urban residents to undertake onsite composting of household organics.	
Continue to support the implementation of regional weed management strategies and associated management plans	12.1.6.1	Implementation of Regional Weeds Action Plan.	A transition to new arrangements under the Bio Security Act is underway and new authorisations to Council officer have been prepared.

DP Action	Action Code	Action	Comment
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.	Completed
Maintain a Roadside Vegetation Management Plan for the shire.	12.1.9.1	Implement improved signage for high conservation areas.	Discussion held with LAMP group on supporting new Squirrel Glider Habitats on Road Reserves. Structure change will create new environmental position in Council to proactively manage updating Roadside Vegetation Management Plans.
Maintain a Roadside Vegetation Management Plan for the shire.	12.1.9.2	Develop a consolidated Roadside Vegetation Management Plan for the shire.	New position in Engineering Structure will help the development and implementation an effective Roadside Vegetation Management Plan in late 2017
Reduce habitat loss through the negotiations of property vegetation plans and conservation agreements.	12.1.11.1	Develop strong links with LLS's and other appropriate agencies to reduce habitat loss.	Ongoing commitment.

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	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.	Progress has slowed on the review of Crown Lands however developments continued to be monitored.
Establish an annual forum with all natural resource management groups to coordinate future programs and activities within the region. Document in a Shire Natural	13.1.3.1	Council to continue to build partnerships with LLS's and Holbrook Landcare to ensure appropriate recognition of environmental issues with catchment management plans.	Some programs have been fostered with the LLS including silage wrap recycling

DP Action	Action Code	Action	Comment
Resources Management Plan.			

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

DP Action	Action Code	Action	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.	Completed
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.	13.2.3.2	Inspect private and public land to detect and assess weed infestations.	Council has attempted to reach the target of 400 property inspections. However due to staff leave this number has likely not been achieved

ENCLOSED SEPARATELY