



Deniliquin Council



Delivery Program 2013 – 2017

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Message from the Mayor and General Manager

Council has taken a longer term planning approach to address emerging issues for the Deniliquin community and the Council organisation. These issues include the potential impact of the implementation of the Murray Darling Basin Plan, the need to facilitate business expansion and attract new business development to create employment opportunities, further development of tourism, demographic changes in the township's population, ageing public infrastructure and declining Council revenues. Accordingly Council has developed a Resourcing Strategy to align with the Key Directions identified in the Deniliquin 2025 – Community Strategic Plan.

To ensure compliance with new legislation and good business practice Council, each year following an election, prepares a Delivery Program with respect to the Council's activities for at least the next 4 years, and the Council's Operational Plan including Financial Plan for the next one year.

Within the hierarchy of Council plans, the Delivery Program and Operational Plan sit under and complement the Community Strategic Plan. The Delivery Program and Operational Plan have been prepared in accordance with the Local Government Act and guidelines issued by the Division of Local Government and address where the Council wants to be and the things we need to succeed at in order to achieve Council's strategic objectives. The Delivery Program and Operational Plan focus elected member and employee attention on plan objectives and provide a means whereby the relative success of the Council's performance can be measured.

The Delivery Program and Operational Plan take into account outcomes from community consultation, new and existing strategic asset and facility plans and the identified needs and outcomes in respect of community infrastructure and services along with related access and equity.

Essentially Council's "business plan", the Delivery Program and Operational Plan include Council's Financial Plan, revenue and pricing policies and operational requirements. These plans are reviewed annually with reports back to the community on achievements against the objectives set within the plans.

Cr Lindsay Renwick
Mayor

Des Bilske
General Manager

Council's Vision

"Our community will be vibrant, diverse and friendly, a leader in the region."

Council's Mission

"Working together for a better quality of life."

Council's Values

Council's Values are:

- ***Selflessness:***
We will make decisions because they benefit the public, not because they benefit the decision maker.
- ***Openness:***
We will record the reasons for decisions, submit to scrutiny, and keep proper records.
- ***Team Work:***
We will work cooperatively together on all tasks to achieve common objectives.
- ***Respect:***
We will show consideration for all people and the roles they play with courtesy at all times.
- ***Integrity:***
We will not place ourselves under any financial, personal or other obligations to any individual or organisation that might reasonably be thought to influence us in the performance of our official duties.
- ***Accountability:***
We will be accountable to the public for our decisions and actions and will consider issues on their merits, taking into account the views of others.
- ***Responsibility:***
We will honestly and impartially serve the Council of the day. While considering Council policy, we acknowledge that, while fully entitled to hold our own views on political or social issues, our personal values do not take precedence over those explicit or implicit in legislation or Council policy.
- ***Honesty:***
We will obey the law, observe the letter and spirit of policies and procedures, observe the Code of Conduct and take steps to resolve any conflicts of interest arising in such a way that protects the public interest.
- ***Continuous Improvement:***
We will plan to continuously improve our policies and work practices and procedures to deliver services in the most effective and efficient manner.
- ***Courage:***
We will have the courage to uphold these values, report suspected wrongdoing, embrace necessary change and give advice fearlessly and frankly.

Key Directions for Our Community

The previously undertaken community engagement has been successful in bringing forward the numerous ideas, opportunities and challenges along with common priorities which have been grouped together into the four key directions of:

Our Community

Enhancing community wellbeing and quality of life through empowerment of all people and the provision of safe neighbourhoods.

Our Economy

Achieving long-term economic security and prosperity through the creation of long-term employment opportunities and promoting Deniliquin as a family holiday destination.

Our Environment

Developing and maintaining safe and sustainable natural and built environments while maintaining and improving infrastructure and services in Deniliquin to ensure it continues to be a place where people want to live, work and visit.

Our Leadership

Providing strong civic leadership with an engaged community which participates in decision making processes.

Our Councillors



Councillor Lindsay Renwick

MAYOR



Councillor Ashley Hall

DEPUTY MAYOR



Councillor Peter Connell



Councillor Patricia Fogarty



Councillor Andrew Howley



Councillor Jeff Shand



Councillor Susan Taylor

How We Will Deliver

(the integrated planning and reporting framework)

This diagram shows the integrated planning process for Council.

Each local government area must have a community strategic plan that has been developed with the community and endorsed by the Council. This plan will identify the main priorities and aspirations for the community for at least 10 years and address strategic objectives and strategies addressing civic leadership, social, environmental and economic issues based on social justice principles of equity, access, participation and rights. Councils must establish and implement a **community engagement strategy**.

Councils must have a long-term strategy (**resourcing strategy**) to implement the strategies established by the community strategic plan that the council is responsible for – this includes long-term financial planning, workforce management planning and asset management planning.

Councils also must have a program (**delivery program**) detailing the activities to be undertaken by council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy. An **operational plan** is also required to cover the one year financial operations of the delivery plan. The guidelines for all NSW councils are set by the Division of Local Government, NSW Department of Premier and Cabinet.

Community Strategic Planning - Framework



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Deniliquin Council Resourcing Strategy

Long Term Financial Plan (LTFP)

Overview

Councils LTFP was initially developed in 2012, using a number of scenarios centred around an ongoing reliance on rate income, reviewing and reducing operating expenditure and maintaining the level of capital expenditure over the life of the plan (10 years) while maintaining current service levels. This has been revised significantly through 2013. This has resulted in the following parameters being set for the LTFP over the 10 years.

Rating Strategy

The rating strategy adopted is to apply the maximum capped limit to the rates income each year over the period of the LTFP to ensure that income level is maintained. The level of increase has been estimated at 3.0% per annum. In circumstances where extraordinary expenditure is required for an identified purpose, council will consider applying for a special rate variation.

Council intends to apply for a single year percentage increase fixed for three years special rate variation. This will be requested for the 2015/16, 2016/17 and 2017/18 financial years. The special rate variation of 4.6% will apply to business assessments only and will be 2.2% above the rate pegging percentage for the 2015/16 year (announced by IPART as 2.4% on the 2nd December 2014), then rate pegging will apply for the 2016/17 and 2017/18 financial years (estimated as 3.0% for these years). The funding raised through this special rate variation will be used to promote Deniliquin as a tourist destination and a centre of business development. The revenue to be generated is based on 461 business assessments as follows:

Financial Year	Estimated Revenue
2015/2016	\$89,895
2016/2017	\$92,592
2017/2018	\$95,370
Total for 3 Years	\$277,857

Operating and Capital Costs

Following on from the initial rates income model outlined above the LTFP 2013 base also provides for action internally to contain employee costs and reduce materials and contracts costs as a proportion of costs over the period of the plan.

This approach also includes a cap in capital expenditure into the future at an average level of \$4.4M. This capital expenditure is proposed to be controlled as an ongoing basis to improve Council's cash position and reflects the historical average of \$4.3M per annum.

This approach is effective for Council, existing employees and the community in that it provides for retention of affordable capital expenditure on maintenance and renewal of existing infrastructure assets and endeavours to secure a budget surplus, over time, following gradual reductions in operating expenditure. This is the most sustainable long term financial strategy for Council and is as detailed in the 2013/2017 Delivery Program.

Asset Management Plan

Asset Management Policy

Council's Asset Management Policy recognises that infrastructure assets are of considerable importance to the local community. Their significance for Council's budget means that asset management must be at the centre of Council's planning. Infrastructure assets are fundamental to Council's overall service delivery and planning and responsibility for them requires strong and informed Councillor and executive oversight crucial to achieving the change management essential for strategic asset management.

A systematic process is crucial to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Council's Asset Management Policy provides the overall framework to guide the strategic management of Council's infrastructure assets and is complemented by relevant policies, Infrastructure Asset Management Plan, Fleet Maintenance and Repair Plan, Risk Management Strategy, Plan of Management for Open Spaces, Tree Management Strategy, Stormwater Master Plan, Airport Master Plan and Disability Access Plan. These documents, when completed and reviewed, will be available on Council's website.

Infrastructure assets are typically large, interconnected networks or portfolios of composite assets, comprising components and sub-components that are usually renewed or replaced individually to continue to provide the required level of service from the network.

They are generally long-lived, fixed in place and have no market value. Some examples are: local roads; footpaths and bridges; stormwater drainage; municipal buildings including libraries and community halls; parks, reserves and playgrounds; recreation facilities, including leisure facilities, sporting complexes and swimming pools. The useful or economic life of an asset is the estimated or expected time between placing the asset into service and removing it from service.

Council's asset management planning and decision-making focus on:

- Service Delivery Needs
- Integration of Asset Management with Corporate Planning
- Informed Decision-making
- Accountability and Responsibility
- Sustainability

Council's approved Asset Management Strategy:

- links and integrates Council's plan and resources, indicating which services are to be delivered through which assets;
- forecasts future service delivery needs and the capacity of assets to meet those, on short, medium and long-term bases;
- explicitly and fully overviews expenditure on new assets and the existing asset base;
- specifies asset management procedures, systems and training; and
- establishes systems for asset performance measurement

Council's approved Asset Management Plan:

- defines levels of service within financial/resource/risk constraints;
- presents forecasts for acquisition, operation and maintenance and capital expenditure, and for revenue, where relevant;
- specifies the capital expenditure for renewing, upgrading or extending assets;
- justifies the contribution of each asset in terms of value for money for the Council; and establishes the targets and measures that will be used for monitoring progress with its implementation

Maintenance of Assets & Infrastructure

Council has adopted asset maintenance plans for roads and buildings, Airport Master Plan and the Stormwater Master Plan. These plans are the ongoing basis for roads and buildings operational and capital financial plans. In 1999, Council adopted the Open Spaces Plan of Management which was then reviewed in 2005. This plan will be reviewed again in 2014 to ensure it:

- Examines Council's current and future demand for open space areas and improvements to existing parks and sporting fields while being cognisant of Council's vision to have a quality open space system.
- Identifies Council's open space need for the next 10 to 20 years
- Will allow Council to budget for improvements and maintenance in a way that will increase the sustainability of Council's open space
- Considers the feedback from consultations held with key stakeholders including Council staff, sporting groups, youth, Section 355 Committees, community forums, and key industry and government bodies
- Considers demographic and population trends that might affect the demand for open space
- Considers the latest trends in park and playground design
- Proposes a system for the categorisation of open space by type and function
- Proposes a hierarchy of parks within Deniliquin and assesses existing parks in accordance with the hierarchy as either local or district
- Considers spatial standards for the desired standard of service for open space and compares Deniliquin other regional areas
- Considers community expectations and assessment of the current standard for parks via reference to future community surveys
- Considers the current situation of each of Council's parks and open spaces and identifies issues and opportunities for each
- Makes specific recommendations on each of the open spaces including classification and asset strategy
- Includes a pedestrian/cycleway assessment that maps existing paths and prioritises future pathway development

- Recommends guidelines for future footway and cycleway development
- Includes a detailed condition audit of the assets located at each facility and recommends a prioritised program of condition based maintenance and capital improvements.

The Airport Master Plan was adopted in 2011 and is expected to provide a framework for future development of the Airport including:

- Achieving best outcomes for Council, the Deniliquin community and the Far West NSW region from the ongoing operation of the airport, and any proposed upgrade of, or lease over airport operation and the airport industry in general; and airport management and operation arrangements
- Ensuring long-term sustainability of Deniliquin Airport;
- Ensuring Deniliquin Airport continues to be managed, operated and maintained at a high standard to meet the needs of existing and future users;
- Identifying and facilitating any infrastructure upgrades required to cater for the use of larger jet aircraft such as A320 and B737;
- Promoting Deniliquin and the Far West region of NSW as a tourist destination and increase tourist passenger traffic at the airport;
- Facilitating the continued presence of a Royal Flying Doctor Service base at Deniliquin Airport;
- Facilitating additional business and commercial (including non-aviation) development at Deniliquin Airport.

Together, all of these plans will continue to form the basis of future financial plans and be reflected in the 2013/17 Delivery Program.

The focus for 2013/14 will be to improve maintenance planning by progressively adopting the recommendations of the various maintenance plans and implementing a new integrated management system incorporating a works request system. The integrated system will facilitate reporting against agreed service standards and lead to improved asset management practices. By implementing a greater proportion of planned maintenance, unscheduled maintenance will reduce with consequent cost savings in future years.

Uncontrolled discharge of stormwater from properties across unsealed footpaths, nature strips and verges is the major factor leading to scours in footpaths and the deposition of silt on roads. This increases potential risks to pedestrians and vehicles. Measures to minimise the uncontrolled discharge of stormwater from properties are to be investigated with community consultation and implemented where practicable within available resources.

The Plan of Management for Open Spaces will complement the Building Asset Management Plan, the Roads Asset Management Plan and the Stormwater Master Plan in assisting

Council to better maintain assets, including parks and open spaces, into the future. The Airport Master Plan will also complement these and is considered an essential requirement for any future funding submissions relating to potential development of the airport.

Asset Replacement Program

Council will undertake asset replacement in 2013/2017 in accordance with its purchasing and tendering policies, which are available on Council's website. Asset replacement will be guided by the Road Asset Management Plan the Building Asset Management Plan the Stormwater Master Plan and the Plan of Management for Open Spaces.

Replacement of vehicles and mobile plant will be in accordance with established council procedures and are generally based on age of vehicle or plant, criticality to Council operations, kilometres travelled, hours used and maintenance history.

Disposal of Assets

Council disposes of surplus items in accordance with its formal Disposal of Assets Policy which covers Council owned surplus or unserviceable items except the disposal of land and buildings which is covered by its Disposal of Council Properties Policy. In 2013/2017 Council will dispose of:

- various items of surplus office furniture and equipment and sundry items;
- motor vehicles, by way of trade in or sale by tender; or
- miscellaneous lots of residential/industrial land.

Over the life of the Delivery Program and in accordance with its adopted policies, Council will consider disposal of or leasing of:

- surplus operational land
- land comprising part of the Deniliquin Airport including vacant operational land or land and/or buildings presently leased to various organisations

Council's Asset Management Policy is central to its management of Council.

Council's tendering and purchasing policies are also available on the website.

Workforce Plan

Deniliquin Council, like all employers must sustain and renew its workforce at a time the region and nation is experiencing an ageing population, skills shortages and tighter labour market.

The expectations of our customers and the services we provide is continually changing and Council must have the capacity to both analyse and plan, through the implementation of its continuous improvement program, for its emerging workforce needs. Council is striving to be “an employer of choice” providing the highest quality of service to the Deniliquin Community.

Encouraging young people to take up careers in local government, attracting and retaining mature workers with valuable experience and skills will assist to strengthen the organisation’s ability to meet its future workforce needs.

The Workforce Plan will define a set of goals to ensure Deniliquin Council has the workforce needed to meet future strategic goals of the organisation.

Council’s Workforce Plan is based on the following:

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Local Government State Award (NSW) 2010
- The purpose of the Workforce Plan is to:
- undertake planning and reporting activities in accordance with the Act and Regulation
- help ensure that the community’s strategic goals – as expressed in the Community Strategic Plan – will be met
- enable Council to focus on the medium and long-term and also provide a framework for dealing with immediate challenges in a consistent way
- address the human resourcing requirements to deliver Council’s Delivery Program
- assist Council ensure that all aspects of its operations are appropriate and effective
- specify goals
- identify critical planning and action outcomes that help achieve the goals i.e., skills shortages, ageing workforce, succession planning
- ensure that integrated planning and reporting requirements are met and actions are integrated into Council’s long term Resourcing Strategy, Delivery Program and Operational Plan and are evaluated appropriately and reported on.

The Workforce Planning process:



This is a revised Workforce Plan developed by Council and uses data relating to Council’s employment situation as at 30 June 2013.



Diagram of Resourcing Strategy

Actions of the Workforce Plan will be included in the relevant Delivery Program areas and the annual Operational Plan along with appropriate outcome measures. Achievements will be reported in Council’s Annual Report. The Workforce Plan will be continually monitored and reviewed. Although the Plan has a fixed four year life span, bi-annual review and modifications will be made as required.

Community Engagement Strategy

The development and application of a sound Community Engagement Strategy provides for suitable levels of participation and consultation in the development of the Community Strategic Plan to comply with the Integrated Planning and Reporting requirements of the Local Government Act.

The Community Engagement Strategy was previously developed from workshops with Councillors and management and was adopted by Council and has remained as a consistent strategy for many years. This document has been reviewed and updated to reflect current conditions.

The communication plan relates to the activities which raised awareness of the community strategic planning process, inform members of the community and stakeholders about the opportunities to participate in the consultation process and delivered the key messages about the development of the community strategic plan.

The engagement plan related to the activities which provide opportunities for active and ongoing participation by the community in identifying the key issues, challenges and opportunities for the Deniliquin local government area as well as establishing a vision of how they would like the area to be by the year 2025.

Communication Aims

- provide a clear methodology for communicating with the community and stakeholders during the development of the Deniliquin community strategic plan
- ensure the key messages about the purpose, aims and objectives of the Deniliquin community strategic plan are promoted clearly and are accessible for all people to become better informed
- ensure clear and consistent messages are delivered to the community and stakeholders
- widely promote the opportunities the community has for getting involved and having their say in the development of the Deniliquin community strategic plan
- gain widespread support for the Deniliquin community strategic plan by communicating the community and the stakeholder benefits of the plan to as broad a group of stakeholders as possible

Engagement Aims

- provide a clear methodology for engaging with the community and stakeholders during the development and review of the Deniliquin community strategic plan
- ensure the community and stakeholders are aware of their opportunities to have a say in the development and review of the Deniliquin community strategic plan
- identify the key stakeholders and key issues

- provide a framework for broad consultation and engagement with key stakeholders and the Deniliquin community, including identification of hard to reach communities and appropriate strategies to ensure specific interest groups are provided with opportunities to have their say
- anticipate potential issues and implement strategies to minimise the impact of those issues on successful development of the Deniliquin community strategic plan

KEY MESSAGES

Communications Messages

- everyone has a part to play in the future of the Deniliquin local government area
- the Deniliquin community strategic plan will provide a blueprint to ensure the Deniliquin community continues to thrive and prosper into the future
- the Deniliquin community strategic plan will streamline and integrate past planning processes into one long term, overarching and aspirational strategy that provides Council and other stakeholders with a clear direction for the next 12 years
- the Deniliquin community strategic plan will ensure the Deniliquin community can maintain its identity and lifestyle as it faces the challenges of the future

Engagement Messages

- the Deniliquin community strategic plan can only be delivered through a true partnership between the community, Council and other stakeholders
- the Deniliquin community strategic plan will ensure the Deniliquin community can maintain its identity and lifestyle as it faces the challenges of the future
- the Deniliquin community strategic plan will be owned by the community – it is not the Council’s plan, it is the community’s plan
- the Deniliquin community strategic plan provides Council with the tools to manages the changes and the pressures of the future on behalf and for the benefit of the community
- the Deniliquin community strategic plan is a long term plan – we can’t do everything at once, but the community strategic plan provides a way forward
- the Deniliquin community strategic plan will provide Council and the community with a clear direction for at least the next 10 years – but the plan will be flexible enough to adapt to emerging opportunities

The Community Engagement Strategy provides the opportunity for all members of the community to participate directly in the community strategic planning process.

Deniliquin Council Delivery Program 2013 - 2017

Introduction

This Delivery Program details the activities to be undertaken by Council to implement the strategies established by the community strategic plan, within the resources available under Council's resourcing strategy and to maintain and develop the community assets as defined within the various asset plans.

The terms used in this Delivery Program are explained below:

Vision

the long term picture of the community which reflects its unique nature

Mission

the purpose of the Council

Key Directions

a high level longer term statement of desired achievement by which Council's Mission is to be achieved. There are currently four (4) key directions in Council's delivery program

Functions

the broad activities carried out within each key direction area

Objectives

a medium term statement of what will be done to achieve Council's stated key directions

Strategies

a short term statement of what will be done to achieve objectives during the current operating period

Actions

clearly define events to be carried out within the timeframe specified by the start and finish dates. Mean time frames allow the organisation's performance to be measured and reinforces the accountability of Council. Each item lists the responsible officer and an outcome date if applicable

Measures

how progress to achieve objectives will be measured

Outcomes

a statement of desired achievement based on a respective performance measure

Our Council

Overview

The township of Deniliquin is the third largest centre in the Riverina area and is situated along the Edward River with the council area covering 143.2km². The Deniliquin township is 200kms west of Albury and 250kms southwest of Wagga Wagga. Deniliquin is 80km north of the Victorian border and the nearest larger urban centre of Echuca. The township is 730kms west of Sydney and 550kms by road west of Canberra. The closest capital is Melbourne, some 300km south by road with Adelaide being 660km to the west.

Deniliquin is classified as a Group 4 council under the NSW Division of Local Government, Department of Premier and Cabinet, groupings of councils and as a Medium Rural Council under Section 239 of the Local Government Act. It should be noted that the Australian Classifications used by the ABS vary from the State derived ones.

History

In 1843 the entrepreneur and speculator Benjamin Boyd acquired land in the vicinity of present-day Deniliquin (probably via his agent Augustus Morris). The location was then known as The Sandhills, but Boyd (or Morris) named it Deniliquin. An inn and a punt were established on the site in the period 1845-47 and the town site was surveyed in 1848 and gazetted in 1850. Deniliquin Post Office opened on 1 January 1850.

In 1853, William John Wills of the Burke and Wills expedition worked as a shepherd at the Royal Bank sheep station near Deniliquin.

As Deniliquin was established on the convergence of major stock routes between the colonies of Queensland, New South Wales and the Victorian gold rush centres, it soon became an important river crossing and the first bridge was built over the Edward River in 1861. The Deniliquin and Moama Railway Company built a private railway in 1879 to connect with Moama, across the Murray River from the busy river port of Echuca and connected by rail to Melbourne.

Wool growing quickly became a major industry and the area around Deniliquin was home to several Merino studs. In 1861, George Hall Peppin and his two sons, experienced English sheep breeders, established a Merino stud at Wanganella station, north of Deniliquin. There, the brothers developed the Peppin Merino which was able to thrive in drier inland regions. Today, as many as 70 per cent of Merinos in Australia are said to be directly descended from these sheep.

In the 1860s, Deniliquin was the centre of a short-lived campaign by wealthy pastoralists including Peppin, George Desailly, Robert Landale and William Brodribb for secession from New South Wales and the creation of a new Riverina colony. This campaign was supported by David Jones, the editor of the local newspaper the *Pastoral Times*.

On 19 December 1868, Deniliquin was constituted as The Municipality of Deniliquin, and the first Municipal Election was held on 23 February 1869. In 1993 the enactment of the Local Government Act (NSW) saw the name of the council changed from the Municipality of Deniliquin to the Deniliquin Council.

Large-scale irrigation schemes came to the Deniliquin area with the establishment of the Deniboota and Denimein Irrigation Districts in 1938 and the Berriquin Irrigation District in 1939, using water diverted from the Murray River at Lake Mulwala through the Mulwala Canal. An ample and reliable water supply led to the development of the now significant water intensive industries such as rice growing.

Economy

Deniliquin is a service centre for the surrounding agricultural region. The region includes both dryland and irrigated areas. The dryland areas support cereal growing, grazing, in particular beef and dairy cattle and wool growing. Deniliquin is home to many famous Merino studs and the saltbush plains produce quality medium class wool.

The irrigated areas produce a range of high yield crops. Rice was a major crop until the recent millenium drought. The largest rice mill in the southern hemisphere is in Deniliquin, producing large packs and bulk, medium grain rice for export markets. The rice mill closed in December 2007 and reopened in April 2011.

Deniliquin is also the headquarters of Murray Irrigation Limited, an irrigator owned private company and one of the largest privately-owned irrigation supply companies in the world. Murray Irrigation manages the operations of the Berriquin, Deniboota, Denimein and Wakool Irrigation Areas in the Murray Valley. These areas produce 50% of Australia's rice crop, 20% of NSW milk production, 75% of NSW processing tomatoes and 40% of NSW potatoes.

Until recently sawmills in the area processed timber harvested from the River Red Gum forests lining the Edward and Murray floodplains. A New South Wales State Government decision in July 2010 to have the State forests classified as National Parks has decimated the timber industry with the area still trying to recover.

Implementation of the Murray Darling Basin Plan by the federal government will remove significant quantities of water from agricultural production and divert it for environmental purposes.

Deniliquin will have to find ways to replace jobs lost from forestry and agriculture. The community has started to re-invent Deniliquin as the events capital of the Murray Region and as a family holiday destination.

As one of the largest towns in the south western Riverina, there is a range of government and commercial services to residents of the town and the surrounding area.

Population

The most recent publications from the Australian Bureau of Statistics placed the population of Deniliquin at 7,120 at 2011 census. It is assumed that the population will remain fairly stable with at worst a small decline over the period of this Delivery Program.

The Wamba Wamba and Perrepa Perrepa Aboriginal people are the original inhabitants of the area.

Since 2001, the population of Deniliquin has decreased by 2.1% over a decade. During this time, there has been a notable shift in age distribution; while there has been a decrease in particular between 25-39 year olds, there has been an increase in the number of over 45 year olds.

Although Deniliquin has cycles of expansion and decline, it has always been one of the primary population centres of the region. This indicates that even though the population within Deniliquin may decline due to the fortunes of the prolonged drought and rural decline throughout NSW these factors are having a greater impact on the wider population. With improving conditions for agriculture and especially irrigation, Deniliquin will continue to remain one of the larger population areas of the region.

Further Information

Statistics for the Deniliquin Local Government Area for the 2011 Census (Community Profile for Deniliquin) are available on the Australian Bureau of Statistics website.

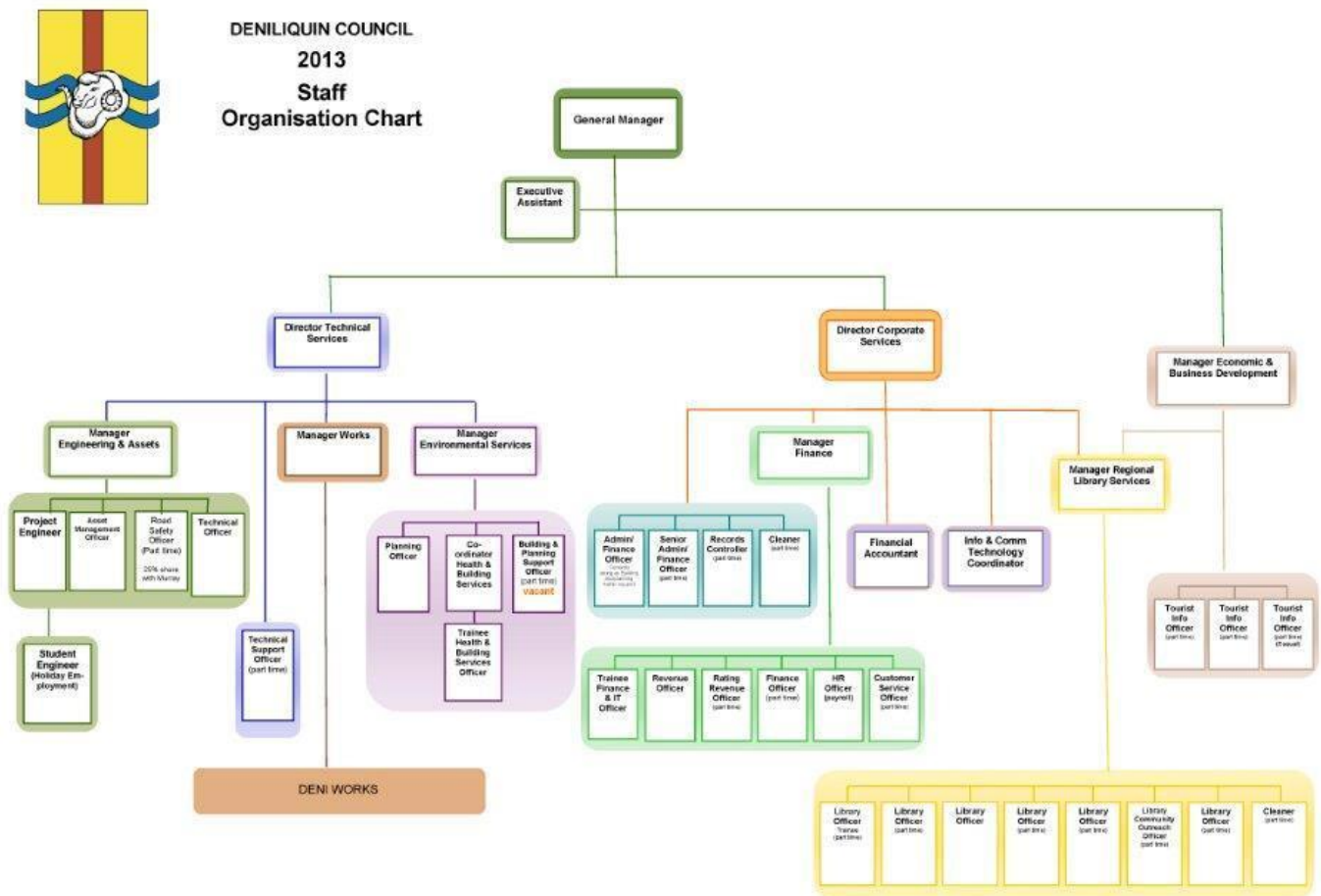
Please visit Council at www.deniliquin.nsw.gov.au

Council Structure

Council’s organisational structure is reviewed annually and forms part of the Draft Delivery Program presented to Council.

A broad grouping of Council operations and management has been made into Corporate Service, Technical Services, Economic Development and Tourism, and Executive Services.

The corporate structure corresponds closely with the four Key Direction Areas of Council.



Consulting and Communicating with Our Community

Consultation

Council utilises a range of ways to research and understand the views and concerns of the Deniliquin Community including community surveys, public information sessions and focus groups on key issues. The results obtained assist Council in planning and providing appropriate services and facilities on a day to day basis. The information gathered also contributes to Council's longer term strategic planning for the Township.

Communication and Consultation Strategy

A Communication and Consultation Strategy was initially adopted in 2008 aimed at improving the way in which Council conducts its dialogue with its stakeholders. This strategy was reviewed during 2012.

Council's Website

Council's website provides a wide range of information to residents and interested visitors about the Council and its operations, services, plans and policies. The website is continually updated. The website can be accessed at www.deniliquin.nsw.gov.au

Council Meetings

Ordinary Council meetings are held on the fourth Wednesday of each month commencing at 5:30pm; unless otherwise determined by Council resolution. Extraordinary meetings are held as required.

Electronic Business Papers

Council's meeting business papers and meeting minutes are available on Council's website.

Public Questions at Council Meetings

Council provides a public question time at its general meetings. The forum allows members of the community to raise any issue relating to the Council, including those matters on the meeting agenda. Residents can also present petitions during the public question session.

Council Advisory Committees

Councillors and Council officers represent Council on a wide variety of community committees and organisations and input from these groups in the decision making process is used when required.

Community Survey

A regular community survey is proposed to be carried out by an independent research company. It will measure Council's performance across a wide range of activities indicating the level of importance households place on each activity.

The matters canvassed through the Community Survey will include, but not be limited to, the environment, lifestyle, transport, services, development and recreation.

The survey results will be used to assist Council in measuring improvements in its performance.

Annual Report

Council prepares a report of its activities each year. This report is available for perusal on Council's website and at the Library and Civic Centre.

Services and Facilities Provided

Where possible, Council intends to maintain its levels of service as a minimum at 2011/2012 levels. However, service levels will be reviewed on an ongoing basis according to need and available resources, and Council's "best value objectives"

Key Direction 1: Our Community

- a range of library services
- street lighting
- maintenance of recreational facilities, gardens, reserves and ovals at existing levels
- a cemetery and support services including cemetery search and private burial of ashes
- an airport that meets CASA standards
- an aquatic centre

Key Direction 2: Our Economy

- A number of community halls
- a Visitor Information Centre
- leadership and direction in tourism
- leadership and direction in economic and community development

Key Direction 3: Our Environment

- a waste depot for the disposal of certain types of domestic and commercial waste
- health inspections
- town planning, development control and building control
- control of straying animals including a pound
- a garbage service to all households

- roads, streets, footpaths, kerbing and gutters and car parking facilities
- storm water drainage management and water quality improvement infrastructure
- potable water services to all households within the township
- sewerage services to all households within the township
- traffic control
- a street sweeping service
- emergency management logistical support

Key Direction 5: Our Leadership

- a strong and effective leadership
- a healthy and sustainable financial position
- a safe workplace
- a highly skilled and motivated workforce
- a set of satisfied customers; and
- cost efficient and effective business processes

Council Contacts

Contact Deniliquin Council by:

In Person

By calling at Council's Civic Centre, 1 Civic Place, Deniliquin,
9:00am to 5.00pm Monday to Friday

Post

By letter addressed to the General Manager, PO Box 270, Deniliquin, NSW 2710

Facsimile

By fax addressed to the General Manager, (03) 5898 3029

Telephone

By telephoning Council's Civic Centre on 03 5898 3000

Email

By email addressed to the General Manager at council@deniliquin.nsw.gov.au

Council's Website

www.deniliquin.nsw.gov.au

Directory for after hours/emergency contacts

Roads	0418 681 062
Water	0409 570 457
Sewer	0409 570 457
Parks	0417 629 325
Dog Control	0408 819 798

Guarantee of Service

Deniliquin Council is committed to providing quality service and best value to our customers.

- We will provide professional and courteous counter service and will endeavour to keep waiting times below 10 minutes.
- We will respond to the majority of your telephone enquires within 30 seconds and attempt to resolve your inquiry during that call
- We aim to reply to correspondence within two weeks although complex matters may take longer to finalise
- A contact name and telephone number will be provided in correspondence
- We will endeavour to provide accurate, consistent advice in a polite and courteous manner
- We will consult on major proposals, plans and policies affecting the community
- We will inform/educate our customers on any major policy or procedure changes

Your Rights

In your dealings with us, you have the right to:

- Fair and unbiased treatment
- Expect us to respect your privacy and keep your information confidential unless disclosure is authorised by you or by the law
- Be given an explanation about a decision we make that affects you
- Lodge a complaint.

If You Are Satisfied

If you are pleased with our level of service, then please take a moment to let us know. We value your feedback, either in person, by mail, telephone, fax or email, as it gives us the opportunity to recognise and reward excellent service by our staff.

If You Are Not Satisfied

Council welcomes complaints as providing an opportunity to improve our service to our customers. If you are dissatisfied about a specific Council decision, policy, procedure, charge, staff member or quality of service please let us know in the following ways:

Contact us by telephone, mail, fax, email or go to any Council service outlet. Staff receiving your complaint will register it and ensure that it is resolved as quickly as possible. In the case of minor complaints staff have the authority to resolve the matter on the spot. If the complaint cannot be resolved by the person you first speak to, you may be referred to a manager or someone in a specialist area, who will be responsible for resolving your complaint. If you are still not satisfied, you can appeal to a senior Council officer or Council's Public Officer who will review the decision and report back to you as soon as possible and within 28 days.

In all cases, if a complaint cannot be resolved within Council, you will be offered one of the following alternatives:

- An alternative dispute resolution procedure such as mediation may be tried
- The complaint may be referred to an external agency such as ICAC or the Office of the Ombudsman
- You may be advised to seek legal remedy

Privacy Management Plan and Code of Practice

The Privacy and Personal Information Protection Act 1998 required Council to abide by a "Privacy Code of Practice" for the protection of personal information, and for the protection of privacy of individuals generally.

Council is also required to have a Privacy Management Plan that will complement the "Privacy Code of Practice". The Plan and Code can be viewed at the Council Administrative Centre.

Questions or written communications concerning the application of the Code or Plan should be addressed to Council's Director Corporate Services (Privacy Contact Officer).

Complaints in respect of the protection and obligations arising under the Act and Code should be addressed to the General Manager of the Council. All complaints will then be forwarded to the Privacy Contact Officer for review.

Complaints may alternatively be directed to the Privacy Commissioner.

How We Measure Our Performance

Council's primary measure of performance is a standardised set of key performance indicators in four areas: financial/budget; internal business processes; organisation capacity; and customer/stakeholder satisfaction.

Council reports on its four key direction areas. Consolidated KPIs for the whole of Council are as follows:

Key Performance Indicators –	
<i>Indicator</i>	<i>Expected Result</i>
<u>Financial/Budget:</u>	
Annual operating result compared with budget	Within +or-5%
<u>InternalBusinessProcesses:</u>	
Regulations and policies complied with	100%
Service measures met	80%
% of performance measures achieved across Goal Areas	90%
<u>OrganisationCapacity:</u>	
Employees provided with suitable training opportunities	Ave 2 days p.a.
Time lost per employee due to workplace injuries	<14 hrs p.a.
Employee satisfaction rating	80%
<u>Customers/Stakeholders:</u>	
Resident overall satisfaction rating of Council performance	70%
Internal stakeholder satisfaction rating of performance	80%

Community Key Directions

Each of Council's program areas has a set of performance measures exclusive to them set out in this Program. These performance measures relate to specific actions that they are taking to achieve their program objective. Outcomes are also associated with these measures.

Service Measures

Council has adopted service measures for all its key direction areas. These measures set a level of expectation within the community, as well as providing guidelines for organisation performance.

Service measures are monitored regularly and reported to Council on a quarterly basis as exceeded, maintained or not achieved. Where possible, explanations are provided for cases where service measures are not achieved.

Department of Local Government – Key Performance Indicators

The Department of Local government publishes an annual report comparing the performance of “like” councils over a broad range of activities. This assists Councils and communities as to whether Council performance for a wide range of key performance indicators has improved or declined. Council has included these key performance indicators as measures within its Delivery Program.

Other Measures

Council utilises a number of other measures that allow it to compare its performance against benchmarks or standards. These measures are generally reported separately at different times of the year although some are included as KPI’s or performance measures. In addition to the key comparative performance indicators referred the previous page, these include:

- Local Government Governance Health Check – a self-assessment checklist of Council’s level of compliance with accepted governance standards conducted annually.
- Standards Accreditation – various Council operations require or seek external accreditation. These include the Deniliquin Airport that maintains CASA accreditation, and the Deniliquin Visitor Information Centre that has tourism accreditation.
- Continuous improvement program – Council is proposing to introduce a business improvement program across all areas of Council. The program will be widely adopted across local government and is based on eight principles for improvement – leadership, customer service, systems improvement, development of the organisations “people” resources, developing a culture of continual improvement, innovation and learning, information and knowledge management, corporate and social responsibility and a focus on sustainable results. Commencing in the 2013/2014 financial year this project will be ongoing.
- The valuation of Assets at Fair Value – Council continues the staged introduction of fair value in accordance with the Division of Local Government requirements for local councils. Fair value is defined as the amount for which an asset can be exchanged between knowledgeable, willing parties in an arm’s length transaction.
- Council will conduct a bi annual survey of the Township’s residents to determine matters of issues of concern to the community and the degree of importance placed on them; and to obtain feedback on the performance of a range of Council services and facilities. (The report will be placed on Council’s website)

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.1

Facilitate tertiary training opportunities through educational institutions such as Charles Sturt University, La Trobe University and Riverina TAFE educational campuses.

Goal

To provide the community with greater educational opportunities and options.

Performance Targets	Actions	Who	Measures	Completion Date	
Bi-annual meetings with head of Educational Institutions.	1.1.1. Consult with educational institutions to progress the educational opportunities available to the community.	Manager Economic and Business Development.	2 Meetings p.a.	Ongoing.	<input type="checkbox"/>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy – 1.2

Develop a Youth Engagement Strategy

Goal

To provide the Youth of the community with opportunities for meaningful engagement.

Performance Targets	Actions	Who	Measures	Completion Date	
Hold regular meetings with interested stakeholders to develop a Youth Engagement Strategy.	1.2.1. Consult with youth organisations and other interested stakeholders to formulate a Youth Engagement Strategy.	General Manager	3 Meetings p.a.	June 2014	<input type="checkbox"/>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.3

Develop a Transport Strategy that considers the needs of commuters travelling to nearby communities for appointments, work and education.

Goal

To develop a Transport Strategy

Performance Targets	Actions	Who	Measures	Completion Date	
Hold two meetings annually with interested stakeholders.	1.3.1. Consult with transport operators, community organisations other interested stakeholders to formulate a Transport Strategy.	<p>Leader - Director of Technical Services</p> <p>Support – Manager Economic and Business Development</p>	2 Meetings p.a.	June 2014	<input type="checkbox"/>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.4

Apply the adopted Community Engagement Strategy for ongoing community engagement.

Goal

To ensure that the community is meaningfully engaged with Council.

Performance Targets	Actions	Who	Measures	Completion Date	
<p>The Community Engagement Strategy is reviewed presented to Council and actioned during the reporting period.</p>	<p>1.4.1. Continuing review and application of a Community Engagement Strategy for Council.</p>	<p>Leader - Manager Economic and Business Development.</p> <p>Support – General Manager</p>	<p>Community satisfaction rating of higher than 70% on engagement.</p>	<p>Ongoing</p>	<p><input type="checkbox"/></p>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.5

Develop an Aged Care Services Strategy to enable the community to meet its needs.

Goal

To ensure that the needs of the ageing population are met and acknowledged.

Performance Targets	Actions	Who	Measures	Completion Date	
<p>Conduct bi-annual meetings with interested stakeholders to develop an Aged Care Services Strategy.</p>	<p>1.5.1. Consult with stakeholders to formulate an appropriate Aged Care Services Strategy.</p>	<p>Support – Manager Economic and Business Development</p>	<p>2 Meetings p.a.</p>	<p>2014</p>	<p><input type="checkbox"/></p>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.6

Foster community leadership through the development of program/mentoring projects

Goal

To provide our future leaders with personal and professional development opportunities.

Performance Targets	Actions	Who	Measures	Completion Date	
To have initiated at least one development/mentoring programme annually	1.6.1. Encourage potential leaders to participate and complete a personal and professional development program.	Support – General Manager	1 course p.a.	2016 - Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.7

Develop an Affordable Housing Strategy.

Goal

To assist the community in securing accommodation for rental or purchase at affordable prices.

Performance Targets	Actions	Who	Measures	Completion Date	
A draft Affordable Housing Strategy by the completion date 2014.	1.8.1. Preparation of an Affordable Housing Strategy for those in the community seeking rental or private accommodation.	<p>Support – Manager Economic and Business Development</p> <p>Support – General Manager.</p>	2 Meetings p.a.	June 2014	<input type="checkbox"/>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.8

Develop a Community Events Calendar and publicity strategy

Goal

To inform the public of events and other matters of interest affecting their lifestyle.

Performance Targets	Actions	Who	Measures	Completion Date	
<ol style="list-style-type: none"> 1. A Calendar of events being available for visitors and local residents from the Visitor Information Centre on a quarterly basis. 2. A draft Publicity Strategy prepared by December 2013. 	<ol style="list-style-type: none"> 1.9.1. Consult with tourism operators, community organisation, individuals and school to compile a calendar of events on an annual basis. 1.9.2. Prepare draft publicity strategy for Council's consideration. 	<p>Manager Economic Development & Tourism.</p>	<ol style="list-style-type: none"> 1. Production of quarterly events calendar 2. Draft Publicity Strategy prepared by December 2013. 	<p>June 2014</p>	<input type="checkbox"/>

DELIVERY PROGRAM: OUR COMMUNITY

Strategy - 1.9

Continue the Development of Arts & Culture.

Goal

To foster and develop the Arts and Culture within Deniliquin.

Performance Targets	Actions	Who	Measures	Completion Date	
To increase in the number of Arts and Cultural events held annually.	1.10.1. To promote and develop Arts and Cultural programs and events that attract, enhance and sustain the interest of residents and visitors.	<p>Leader – Manager Economic and Business Development</p> <p>Support –General Manager</p>	Increase in number of events/ live performances.	June 2014.	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.2

Develop and Implement a Business Retention and Attraction Strategy.

Goal

Facilitate the retention and development of existing, and attraction and support of new business and industry to Deniliquin.

Performance Targets	Actions	Who	Measures	Completion Date	
<ol style="list-style-type: none"> 1. Consultation with Deniliquin Business Chamber by December 2013. 2. Completion and Implementation of project by June 2013. 	<ol style="list-style-type: none"> 2.2.1. Consult with Deniliquin Business Chamber. 	Manager Economic and Business Development	<ol style="list-style-type: none"> 1. Consultation taken place with Business Chamber. 2. Project finalised within timeframe. 	June 2014	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.3

Build upon the Ute Muster event by leveraging event management capacity and expertise.

Goal

Create opportunities to attract additional events through existing event management and expertise.

Performance Targets	Actions	Who	Measures	Completion Date	
Review annually opportunities to attract additional events through existing event management and expertise.	2.3.1. Undertake community consultation of ways to attract additional events through existing event management and expertise.	Support – Manager Economic and Business Development	Meetings held annually.	Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.4

Explore opportunities for additional festivals and events to be staged in Deniliquin.

Goal

Increase the number of festival and events held in Deniliquin.

Performance Targets	Actions	Who	Measures	Completion Date	
<p>Conduct at least one information session seeking input from the community on new ideas to explore opportunities for additional festivals and events.</p>	<p>2.4.1. Work closely with existing events/festival committees to explore new ways to stage additional events in Deniliquin.</p> <p>2.4.2. Invite the community to provide suggestions to develop new event opportunities.</p> <p>2.4.3. Conduct a community brainstorming session to look at new ideas.</p>	<p>Support – Manager Economic and Business Development</p>	<p>Information session conducted.</p>	<p>Ongoing.</p>	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.5

Explore opportunities through the development of transport systems and air services.

Goal

Improve access to public and private transport services for residents and visitors.

Performance Targets	Actions	Who	Measures	Completion Date	
Report to Council on developments as they occur.	<p>2.5.1. Contact public and private transport operators to assess the options of providing improved transport, e.g. RPT service, coach and rail services.</p> <p>2.5.2. Lobby State and Federal Governments for funding to attract improved transport infrastructure.</p>	Manager Economic and Business Development.	Community satisfaction with transport services >80%	Ongoing. <input type="checkbox"/>	

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.6

Leverage Investment Opportunities associated with the provision of aged care services.

Goal

Maximise the potential of Deniliquin as a place to retire.

Performance Targets	Actions	Who	Measures	Completion Date	
Increased Aged Care services prior to the completion date.	<p>2.6.1. Promote Deniliquin as a place to retire and enjoy the lifestyle.</p> <p>2.6.2. Lobby Aged Care Service Providers to consider establishing a Retirement Village.</p> <p>2.6.3. Lobby State and Federal Governments for financial resources to expand existing facilities.</p>	Manager Economic Development & Tourism.	<p>1. Increase in provision of Aged Care facilities within the community.</p> <p>2. Private development of a Retirement Village.</p>	2016	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.7

Implement Tourism Strategic Plan.

Goal

To develop a co-ordinated strategic approach to the development of the tourism industry in Deniliquin and District.

Performance Targets	Actions	Who	Measures	Completion Date	
To double expenditure by overnight visitors by 2020	2.7.1. Ensure that the strategies contained in the Tourism Strategic Plan are implemented.	Manager Economic and Business Development	Completion of the strategies contained in the Tourism Strategy.	June 2016 – Ongoing.	<input type="checkbox"/>
Develop a cooperative marketing program	2.7.2. Consult with business to develop a marketing strategy and funding model.	Manager Economic and Business Development	Implementation of a fully funded cooperative marketing strategy.	June 2015 – June	

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.8

Lobby for and re-establish government offices in Deniliquin.

Goal

Encourage relocation of Government Departments and Agencies to Deniliquin by promoting the benefits of decentralisation.

Performance Targets	Actions	Who	Measures	Completion Date	
Report bi-annually on the type and number of representation made to both State and Federal Governments.	2.8.1. Undertake lobbying of both State & Federal Governments to decentralise their Agencies and Departments to Deniliquin.	General Manager and Manager Economic and Business Development.	2 Reports p.a.	30 June 2016- Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy - 2.9

Review pricing policies and investigate new income streams

Goal

To establish and maintain a sustainable, viable and diverse financial base for the Council

Performance Targets	Actions	Who	Measures	Completion Date	
Achieve maximum permissible return from rates and charges.	2.9.1. Prepare and produce Council's 2014/15 Fees & Charges.	Leader - Manager Finance. Financial Accountant.	Fees & Charges reviewed annually and adopted by Council.	Adopted for public display by 26 April 2013 Adopt final plan by 30 June 2013	<input type="checkbox"/> <input type="checkbox"/>
	2.9.2. Regular updating of rating records to ensure properties are correctly categorised.	Leader - Revenue Officer.	Properties properly categorised.	Monthly	<input type="checkbox"/>
	2.9.3. Ensure valuation lists received from Valuer General are up to date.	Leader - Revenue Officer	Updated lists provided by Valuer General.	Monthly	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy - 2.10

Investigate opportunities for efficiency gains, process improvement and overheads reduction

Goal

To improve Councils Financial position.

Performance Targets	Actions	Who	Measures	Completion Date	
Maintain the equitable distribution of overheads across all functions of Council.	2.10.1. Full review of overheads distribution on the basis of Activity Based Costing.	Leader – Financial Accountant	Overheads distributed equitable.	31 December 2013	<input type="checkbox"/>

Performance Targets	Actions	Who	Measures	Completion Date	
To assist Deni Works achieve efficiencies in reporting and process improvement.	2.10.2. Monitoring of financial processes for the accurate collection of data.	Leader - Manager Finance & Financial Accountant.	Greater accuracy in collection of financial data.	As required	<input type="checkbox"/>
	2.10.3. Monitoring of Work Order Reporting.	Leader - Manager Finance & Financial Accountant.	Improvements in Work order reporting.	Monthly	<input type="checkbox"/>
	2.10.4. Development of processes to improve efficiencies.	Leader - Manager Finance & Financial Accountant.	Processes in place to improve efficiencies.	As required	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy - 2.11

Develop and implement appropriate internal control and accountability

Goal

To improve the internal control and accountability processes.

Performance Targets	Actions	Who	Measures	Completion Date	
Provision of timely and accurate information to Council and Senior Managers.	2.11.1. Preparation of monthly costing reports.	Manager Finance & Financial Accountant.	Accurate and timely reports prepared and distributed.	Within 14 days of the end of month.	<input type="checkbox"/>
Maintenance of Council's financial position.	2.11.2. Prepare and produce Council's 2013/2014 Budget.	Leader - Manager Finance & Financial Accountant.	Monthly reviews and monitoring of Council's budget.	To be adopted for public display by 26 April 2013.	<input type="checkbox"/>
				Adopt final plan by 30 June 2013.	<input type="checkbox"/>
	2.11.3. Monitor outstanding rates.	Leader - Revenue Officer.	Rates & charges outstanding ratio is <10.	Ongoing.	<input type="checkbox"/>
	2.11.4. Monitor Councils level of debt.	Leader - Revenue Officer. Leader - Manager Finance.	Debt Services ratio is <10%.	Ongoing.	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Performance Targets	Actions	Who	Measures	Completion Date	
Introduction of Technology 1 suite of modules	2.11.5. To ensure that all recording and reporting modules of Technology One are fully operational and providing staff with the tools necessary to fulfil their duties.	Leader - Manager Finance, Financial Accountant and I.T. Officer	All Technology One modules operating.	30 June 2015	<input type="checkbox"/>
	2.11.6. To ensure ongoing monitoring and training in the use of Technology One.	Leader - Manager Finance, Financial Accountant and I.T. Officer.	Staff training undertaken.	Ongoing	<input type="checkbox"/>
	2.11.7. To investigate systems which offer full support mechanism and system compatibility.	Leader - Director Corporate Services, Manager Finance and IT Officer.	Investigation into alternative systems undertaken.	30 June 2016	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ECONOMY

Strategy - 2.12

Take a strategic approach to economic development of Deniliquin and the region.

Goal

To encourage, promote and facilitate economic growth and diversity and to create 400 new jobs by 2018

Performance Targets	Actions	Who	Measures	Completion Date
Create 400 new jobs by 2018	2.12.1 Develop an Economic Development Strategy.	Leader - Manager Economic and Business Development	Strategy completed.	June 2015
	2.12.2 Form an economic Development focus group.		Group Formed.	December 2013
	2.12.3 Promote Deniliquin to potential developers and encourage existing businesses to expand		Promotions tools developed and promotions strategy funded and implemented	June 2015
Hold quarterly meetings with Council's Town Planning staff.	2.12.2. Consult with town planning staff to ensure that the new LEP reflects the direction which encourages growth and diversity to the town and region.	Leader - Manager Economic and Business Development	4 Meetings p.a.	Ongoing
Review Council's Planning Instruments	2.12.3. Continue work to review the Deniliquin L.E.P. and various D.C.P.s	Leader-Manager Environmental Services.	New L.E. P. Finalised.	30 June 2014 - Ongoing

DELIVERY PROGRAM: OUR ECONOMY

Strategy – 2.13

Provide encouragement to development

Goal

To encourage, promote and facilitate economic growth and diversity.

Performance Targets	Actions	Who	Measures	Completion Date	
Monitoring monthly the number and nature of development applications.	2.13.1. All council staff develop a “can do”, attitude towards development.	Leader - All Staff.	Increase in number of D.A’s processed.	30 June 2016 - Ongoing.	<input type="checkbox"/>
Conduct meetings with potential developers.	2.13.2. Encourage developers to meet with Building and planning Staff before lodgement of applications.	Leader – Director Technical Services.	Increase in number of meetings held with developers.	30 June 2016 -Ongoing	<input type="checkbox"/>
Engender a culture within the organisation which supports appropriate development.	2.13.3. Council staff to facilitate a climate which stimulates or does not hinder . economic growth and development activity.	Leader - All Staff.	Positive attitude in exhibited in relation to development.	30 June 2016 - Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy - 3.1

Liaise and advocate with other agencies (e.g. NPWS, Murray Catchment Authority) in the delivery of programs.

Goal

Work in partnership with local agencies to deliver positive outcomes for the community.

Performance Targets	Actions	Who	Measures	Completion Date	
Continue to exchange information through existing structures, e.g. committees and other established forums.	<p>3.1.1. Consult regularly with local Agencies and Government Departments.</p> <p>3.1.2. Where possible enter into funding partnerships to maximise outcomes for the community.</p>	<p>1. Council – Leader – General Manager.</p> <p>2. Government Departments – Leader.</p> <p>3. Community – Support.</p>	1. Meetings with stakeholders to continue.	30 June 2016 - Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.2

Increase natural environment tourism opportunities.

Goal

Provide visitors to Deniliquin with a unique tourism experience.

Performance Targets	Actions	Who	Measures	Completion Date	
Meet bi-annually with tourism operators and the indigenous community to identify natural environment tourism opportunities.	3.2.1. Work closely with local tourism operators, including indigenous community to encourage the development of opportunities to provide tourists with a unique tourism experience.	1. Council – Leader - Manager Economic Development and Tourism. 2. Indigenous Community – Support.	2 Meetings p.a.	June 2016- Ongoing. <input type="checkbox"/>	

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy - 3.3

Enable greater community access to the natural environment through walking tracks, seating and gathering place.

Goal

To enhance and promote the natural attractions in Deniliquin.

Performance Targets	Actions	Who	Measures	Completion Date	
<p>1. Allocation of funds in Council's annual budget to undertake works to improve access to the natural environment.</p> <p>2. Securing funding from the Roads and Maritime Services to undertake additional public infrastructure works.</p>	<p>3.3.1. Focus on the development of eco-tourism (forests) and river tracks and walks, and the installation of seating along these trails.</p> <p>3.3.2. Continue to improve infrastructure along the Edward river.</p>	<p>1. Council – Leader - Director of Technical Services, Manager Economic Development and Tourism.</p> <p>2. Roads and Maritime Services- Leader.</p> <p>3. Community, Indigenous Community & Murray CMA – Support.</p>	<p>1. Funds allocated in Councils annual budgets.</p> <p>2. Grants funding received annually from Roads & Maritime Services to undertake public works infrastructure.</p>	June 2016	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.4

Maintain roads, walking tracks and footpaths to enable easy and safe access.

Goal

To provide and maintain roads and footpaths infrastructure to an acceptable standard.

Performance Targets	Actions	Who	Measures	Completion Date	
Ensure sufficient funding is made available in Councils annual budget to undertake maintenance of this infrastructure.	3.4.1. Undertake annual maintenance work on roads, walking tracks and footpaths as necessary.	1. Council – Leader - Director of Technical Services. 2. Roads & Maritime Services – Support.	1. Funds allocated in Council’s annual budget. 2. Annual Grant funding received from Roads & Maritime Services.	June 2016 - Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.5

Pursue and investigate recycling opportunities (including kerbside recycling).

Goal

Reduce the amount of recyclable materials going to landfill.

Performance Targets	Actions	Who	Measures	Completion Date	
<ol style="list-style-type: none"> 1. Reduction in annual waste products going into landfill. 2. Allocation of funds in Council's annual budget to investigate alternative disposal methods of recyclable products, currently going to landfill. 	<p>3.5.1. Investigate options for recycling products which would normally go to landfill, including kerbside recycling.</p> <p>3.5.2. Confer with existing recycling contractors to improve recycling opportunities.</p>	<ol style="list-style-type: none"> 1. Council – Leader - Director of Technical Services. 2. State & Federal Governments – Leaders. 3. Private Enterprise – Support. 	<ol style="list-style-type: none"> 1. Reduction in annual tonnage of waste products going into landfill. 2. Annual Council budget allocation to investigate waste disposal and land fill alternatives. 	30 June 2015.	☐

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy - 3.6

Continue lobbying for natural gas delivery.

Goal

To have Natural Gas supplied to Deniliquin.

Performance Targets	Actions	Who	Measures	Completion Date	
<p>1. Report to Council as developments occur.</p> <p>2. Provide Council with quarterly updates on progress.</p>	<p>3.6.1. Continue lobbying both State and Federal Governments for funding to supply Deniliquin with natural gas.</p> <p>3.6.2. Approach existing natural gas provides to consider supplying Deniliquin.</p>	<p>1.Council – Leader - Manager Economic Development and Tourism.</p> <p>2. State and Federal Governments – Leaders.</p> <p>3. Private Enterprise – Support.</p>	<p>Quarterly reports/briefings to Council on progress to secure Natural Gas.</p>	2015	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.7

Improve Community Pride and appearance of township (streetscape and entrances).

Goal

To develop increased community pride and at the same time improve the amenity of the township.

Performance Targets	Actions	Who	Measures	Completion Date	
1. An annual allocation in Council's budget to undertake some works to the streetscape and town entrances.	3.7.1. Undertake upgrading works associated with improving the entrances to town and the streetscape.	Leader - Director of Technical Services.	1. Funding approved in Councils budget.	2014	<input type="checkbox"/>
2. Annual grants received from the Environmental Protection Authority.	3.7.2. Work in partnership with the Environmental Protection Authority to secure funding to undertake joint works.		2. Number of grants received.	2014	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.8

Develop a Public Open Space Strategy

Goal

To ensure Public Open space is effectively utilised.

Performance Targets	Actions	Who	Measures	Completion Date
Draft Strategy to be presented to Council for consideration by 31 December 2014.	3.8.1. Prepare an Open Public Space Strategy for adoption by Council, following consultation with interested stakeholders.	Leader -Director of Technical Services.	Draft Strategy completed by 2015.	June 2015

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.9

Continue to provide advocacy and lobbying for water access and security for Deniliquin.

Goal

To ensure Deniliquin has access to water and its security.

Performance Targets	Actions	Who	Measures	Completion Date	
No reduction in the quantity of water being available for the residents.	3.9.1. Work with government agencies to ensure that Deniliquin has continued access to water and its security.	Leader - General Manager.	Annual Water allocations not diminished.	June 2016 - Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy - 3.10

Identify assets most in need of maintenance and prioritise and allocate funds accordingly

Goal

To upgrade and manage the condition of our infrastructure to optimise its life and improve performance with a view to minimising maintenance costs

Performance Targets	Actions	Who	Measures	Completion Date	
Review filtered and raw water reticulation networks	3.10.1. Review and updating of Councils reticulated water system models to incorporated projected growth and IWCM scenarios.	Leader- Director Technical Services.	1. Completion of draft model analysis for Council review.	September 2013	<input type="checkbox"/>
			2. Finalisation of analysis and report.	December 2013	<input type="checkbox"/>
	3.10.2. Looping and extending Council's reticulated water system to increase system performance and efficiency.	Leader – Director Technical Services.	Completion of works nominated in 2013/14 Operational Plan	June 2014	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.11

Identify assets most at risk and assets that have a greater consequence of failure

Goal

To maintain assets to an acceptable standard.

Performance Targets	Actions	Who	Measures	Completion Date	
Failure consequences identified.	3.11.1. Risk Management to be incorporated into Asset Management Plans.	Leader - Director of Technical Services.	1. Completion of Asset Management Plan.	September 2013	<input type="checkbox"/>
			2. Completion of Infrastructure Risk Management Plan.	December 2013	<input type="checkbox"/>
Program for rehabilitation and replacement identified in Asset Management Plan.	3.11.2. Prioritise replacement/rehabilitation to be identified in Asset Management Plan.	Leader - Director Technical Services.	1. Completion of Asset Management Plans.	September 2013	<input type="checkbox"/>
			2. Input into Delivery Program.	September 2013	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy – 3.12

Preservation of environmental assets.

Goal

To encourage and facilitate the development of a quality lifestyle and environment in Deniliquin.

Performance Targets	Actions	Who	Measures	Completion Date	
Compile and submit strategy to implement proposed actions and include in Asset Management Plan.	3.12.1. Compilation of report and included in Asset Management Plan.	Leader – Director Technical Services.	1. Review Asset Management Plans on a four yearly basis.	2016 – Ongoing	<input type="checkbox"/>
			2. Incorporate information from Asset Management Plans into Delivery Program and Operational Plans.	2016 Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy - 3.13

Investigate effluent disposal for best practice management outcomes

Goal

To sustain and improve the natural environment to promote bio-diversity in Deniliquin and district

Performance Targets	Actions	Who	Measures	Completion Date	
Construct Resource Recovery Centre	3.13.1. Re-design, re-tender and construct Resource Recovery Centre.	Leader - Director of Technical Services.	1. Re-design Recovery Centre.	December 2015	<input type="checkbox"/>
			2. Re-tender Recovery Centre based on final design documentation.	December 2015	<input type="checkbox"/>

DELIVERY PROGRAM: OUR ENVIRONMENT

Strategy - 3.14

Under take stock take of community assets/infrastructure

Goal

To encourage, promote and facilitate economic growth and diversity.

Performance Targets	Actions	Who	Measures	Completion Date	
Establishment of a community assets/infrastructure data base	3.14.1. Liaise with engineering staff to ascertain what information is currently available.	Leader – Director Technical Services.	Re-survey Council’s assets using GPS equipment.	December 2013 Ongoing	<input type="checkbox"/>
	3.14.2. Gaps identified to be incorporated into the data base.	Leader – Director Technical Services.	Review asset register and include new works.	Ongoing	<input type="checkbox"/>

DELIVERY PROGRAM: OUR LEADERSHIP

Strategy - 4.1

Develop and implement focused leadership groups.

Goal

Maximise the leadership potential within Deniliquin.

Performance Targets	Actions	Who	Measures	Completion Date	
<p>Have leadership groups in place by the completion date.</p>	<p>4.1.1. Encourage past and current leaders to focus on Deniliquin.</p> <p>4.1.2. Provide opportunities for leadership development.</p> <p>4.1.3. Encourage leadership renewal.</p>	<p>General</p>	<p>Leadership Groups in place by completion date.</p>	<p>2016 – Ongoing.</p>	<p><input type="checkbox"/></p>

DELIVERY PROGRAM: OUR LEADERSHIP

Strategy - 4.2

Develop, facilitate and encourage Community Leadership Program (modelled on the Alpine Valleys Community Leadership Program and other regional leadership programs)

Goal

To encourage and build a culture of encouragement, respect and development of future leaders.

Performance Targets	Actions	Who	Measures	Completion Date	
The implementation of a Community Leadership Program by the completion date.	<p>4.2.1. Develop a clear action plan for the development of community leadership in Deniliquin.</p> <p>4.2.2. Work closely with community leadership programs, e.g. Alpine Valleys Community Leadership Program.</p> <p>4.2.3. Conduct leadership forum prior to local government elections to highlight positive leadership values.</p>	General Manager and Manager Economic and Business Development.	Community Leadership Programs developed.	2016 – Ongoing.	<input type="checkbox"/>

DELIVERY PROGRAM: OUR LEADERSHIP

Strategy - 4.3

Develop a Young person mentoring program.

Goal

To assist the Young persons of Deniliquin in reaching their potential.

Performance Targets	Actions	Who	Measures	Completion Date	
Attract potential young leaders to join mentoring programs on offer by the completion date of 2016.	4.3.1. To consult and engage with the Young people of Deniliquin to develop a Young Persons Mentoring Program along the lines of Max Potential previously conducted by the Deniliquin RSL Club Ltd.	General Manager and Manager Economic and Business Development.	Young Person Mentoring Programs operating.	2016 – Ongoing.	<input type="checkbox"/>

DELIVERY PROGRAM: OUR LEADERSHIP

Strategy - 4.4

Establish a business mentoring program.

Goal

To assist businesses to maximise their investment opportunities and provide future business leaders.

Performance Targets	Actions	Who	Measures	Completion Date	
The program to commence before the set completion date of 2015.	4.4.1. Establish a business mentoring program to nurture and support potential leaders from local businesses and industry.	Manager Economic and Business Development.	Business Mentoring program implemented.	2015	<input type="checkbox"/>

DELIVERY PROGRAM: OUR LEADERSHIP

Strategy - 4.5

Develop a Civic Awards Program.

Goal

To recognise outstanding individual contributions to community.

Performance Targets	Actions	Who	Measures	Completion Date	
Award Program to be implemented and operating by 2015.	4.5.1. Initiate a new Civic Awards program targeting individuals that have made an outstanding contribution to the community.	General Manager	Award Program implemented.	June 2015	<input type="checkbox"/>

DELIVERY PROGRAM: OUR LEADERSHIP

Strategy - 4.6

Increase Deniliquin Council Profile within the community.

Goal

To ensure Deniliquin Council is promoted positively within the community.

Performance Targets	Actions	Who	Measures	Completion Date	
<p>1. An increase in the number of press releases promoting the works of Council.</p> <p>2. Recognition received from entries into State and Federal local government related awards.</p>	<p>4.6.1. Continue to work with the media to tell good stories and promote a positive attitude, whilst maintaining positive relationship with print media.</p> <p>4.6.2. Investigate opportunities for Council to promote itself by entering State and Federal Awards recognising local government.</p> <p>4.6.3. Communicate its activities and undertaking to the community on a regular basis.</p>	<p>Leader - General Manager.</p>	<p>1. Increase on the number of Press Releases issued.</p> <p>2. Number of Awards received externally.</p>	<p>June 2016 - Ongoing.</p> <p>June 2106 - Ongoing.</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p>