



# Management Plan Review

## Performance Assessment

As At 30 June 2009

## P.F.1 CORPORATE SUPPORT

Principle Activities	Supports Key Direction :
<ul style="list-style-type: none"> <li>• Compliance with all Statutory Requirements.</li> <li>• Manage Investments</li> <li>• Payment of Rates, Collection of Fees and Charges</li> <li>• IT Services</li> <li>• Customer Service</li> <li>• Provide Services, Processes and Procedures for Council, Executive Staff and Corporate Services</li> <li>• Taxation Returns</li> <li>• Wages and Salaries in accordance with employment provisions</li> <li>• Creditors/ Accounts Payable</li> <li>• Human Resource and Employee Relations</li> <li>• Corporate communications</li> <li>• OHS/Risk management</li> </ul>	<p>Internal Vigour</p> <p>Lasting Impressions</p>
	Linkage to Strategic/ Operational Plans
	<ul style="list-style-type: none"> <li>• Develop/ implement a communications and media strategy designed to promote the positive aspects of the shire</li> <li>• Implementation of a Customer Request Management System that enables a higher standard of customer care with proficient management reporting and measurement of responsiveness</li> <li>• Build the enthusiasm and unity of staff, elected representatives and partners by providing systems and processes that support the implementation and management of strategic goals. Reward and share our innovations regularly.</li> <li>• Improve the appearance, structure and operating conditions of the Council office building to a standard expected by an employer of choice.</li> <li>• Develop strategies that retain the focus on Council's vision "Achieving Together"</li> <li>• Grow our staff by providing training incentives and opportunities for young people to enter careers in local government – become an employer of choice</li> <li>• Commit to new work methods and eliminate out-dated and ineffective practices</li> <li>• Make improvements that address productivity, communication, employee relations, budgetary controls and management reporting.</li> <li>• Relieve pressure of workforce to meet future needs of Council by outsourcing and resource sharing with on other dedicated and specialist tasks.</li> </ul>

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	1. Web site upgrade and improved web information.	Preliminary investigations have been undertaken to determine the requirements of the website and potential website developers.	Web developer, graphic designer and website hosting have all been sourced. Working on the layout and design.	Tourism website specification provided to web designer. Draft version due next quarter. Council website data being verified entered and layout in final stages of confirmation.	New web site developed and deployed at 30 June. Expansion of the site will be ongoing.
	2. Analyse / report/ improve voice and data communication including service standards to callers.	Additional radiolnk commissioned to depot to overcome issues with VOIP telephone performance and provide improved data transfer rates.	Radio Link upgrade to the depot has been a success. Phone quality is faultless and data speeds have increased.	Issues resolved.	Issues resolved.
	3. Professional communication standards and protocols developed across the organisation through skills training.	Business process review of capturing and working with request currently being undertaken. Reception staff will undergo training in 'telephone techniques' next quarter.	Telephone Techniques training delivered to front-line personnel.	Further customer service training planned for 2009/2010.	Further customer service training planned for 2009/2010.

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	4. Customer service charter and customer service standards and developed.	Currently reviewing systems processes. Acknowledgement letters are sent out within 5 working days.	Draft Charter prepared with a view to testing standards established.	Key Performance Indicator report to be developed to provided enhanced reporting on core customer service activities. Report to go to April Council meeting to endorse core service reporting categories.	Charter and Standards completed. To be adopted by Council at its August 2009 meeting.
	5. Review of all positions descriptions and inclusion of annual strategic and operational targets included in performance plans.	Majority of indoor staff have reviewed their position descriptions and performance plans. Majority of reviews outstanding in Technical Services department due to vacancy of Director. All reviews planned for completion in early 2009.	Training of Technical Services staff is planned for late January 2009.  Completion of PD's for indoor staff will occur over the next two weeks.	Senior staff Technical Services have received training in writing position descriptions. Many staff still need to develop their position descriptions under the new format. All Directors have been instructed to complete all positions descriptions and performance plans by 20 June 2009.	Training in conducting performance review provided to many staff. As of August 2009 there are 16 reviews still outstanding. Delays attributed to high workloads in some areas.
	6. External painting of council building & facility improvements.	Quotes are presently being obtained. Work expected to be completed late February 2009.	Project is now planned for June 2009.	Work scheduled to commence 11 May 2009.	External painting substantially completed as of August 2009. Project anticipated to be complyed by the end of September.

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	7. Review corporate OHS Strategic Plan and develop risk and Business Continuity Plans.	OHS Action plan currently being developed – due for completion mid November 2008. Business Continuity Plan review to commence December 2008.	Review of BCP underway – completion due March 2009.	Review complete, Draft document to be prepared and provided for Directors and Senior staff and finalised by May 2009.	Business Continuity Plan completed.
	8. Complete review of all HR policies.	18 policies reviewed by consultative committee. Staff induction on policy updates planned for October 2008.	Major OHS Policies & Procedures reviewed with staff. Continual review of policies being undertaken.	29 HR policies reviewed by consultative committee. Ongoing policy development in HR and OHS areas.	Since 1 July 2008/09, 38 HR policies have been reviewed and adopted.
	9. Individual skills development and training plans developed for all staff.	Draft training plan prepared.	Training Plan finalised.	OHS training 98% complete. Estimate 50% of Corporate training completed. Registration of remaining courses as per plan to be undertaken before completion of year, subject to course availability.	All OHS compulsory training required within the year was achieved. Organisational training and corporate skills training programs instigated throughout the year and implemented where appropriate.

	10. IT strategy developed and strategies/actions integrated into overall strategic plan objectives.	Strategy prepared for the period encompassed by the management plan.	Strategy prepared for the period encompassed by the management plan.	Undertaking SWOT analysis. Gathering Information to develop IT Strategy.	Information gathered for IT Strategy. Completion of document has been delayed due to deadline for new Website and unexpected issues / upgrades.
	11. New systems developed for HR management reporting.	Leave liability reported monthly. Spreadsheet system developed for capturing performance review data. Currently reviewing database software to better manage training information and schedules.	Review of database software for HR training records & performance appraisals deemed essential for productivity & improved information.	Review is still being undertaken of suitable systems for managing training records and OHS. Difficulty in finding an affordable solution for Council of our size. Plans to trial new release of HR module in current financial operating system. Provider intends to rmake available in April 2009.	Trialling HR software, resources required for data upload and further testing next year. Unable to source suitable training plan software. Software investigations to continue.
	12. Review timetables and processes for budget reviews.	New budget template introduced for 2008-9. Review process being updated for implementation with December budget review.	Budget timetable finalised and circulated to Directors.  New budget template used for 1 <sup>st</sup> Qtr review. Now being refined and improved for half yearly budget review.	Budget review completed for March Qtr.	June budget review to be considered by Council at it's August meeting.

## P.F.2 PUBLIC ORDER AND SAFETY

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>• The protection of the community from the potential outbreak of fire</li> <li>• Support to Emergency Services in preparing and responding to emergencies</li> <li>• Ordinance Services</li> </ul>	Lasting Impressions				
	<b>Linkage to Strategic/ Operational Plans</b>				
	<ul style="list-style-type: none"> <li>• Local Emergency Management Operations</li> <li>• Give higher attention to enforcement, regulation and prevention of actions that degenerate our living standards which result in negative media and promotion</li> </ul>				
	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	1. Emergency Risk Management Plan.	The Emergency Risk Management Plan is almost complete, however some areas were still outstanding and Council is seeking the co-operation of various agencies to complete their respective tasks.	Completion of this task is planned by April 2009.	Completion of this task planned for June 2009. Completion of the task has been delayed due to staff shortages.	Meetings have been held to complete the Plan. A final document will be submitted to the LEMC in October 2009.
2. Reduce number of domestic animal complaints.	Door knocking is being undertaken to check dog registrations. Strategy for reducing number of domestic animal complaints to be developed.	Complaints have been significantly reduced.	Number of complaints is low due to ongoing consultation and improvement to capture techniques. Monitoring to be undertaken.	Number of complaints is low due to ongoing consultation and improvement to capture techniques. Monitoring to be undertaken.	

## P.F.3 HEALTH

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>• Public Health Programs</li> <li>• Food Shop Inspections</li> <li>• Immunisation program</li> <li>• Control of noxious plants and pests</li> </ul>	Lasting Impressions				
	<b>Linkage to Strategic/ Operational Plans</b>				
	<ul style="list-style-type: none"> <li>• Give higher attention to enforcement, regulation and prevention of actions that degenerate our living standards which result in negative media and promotion</li> </ul>				
	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	1.Review of practices – septic tank management	Planned for first half of 2009.	Internal resources are not available to complete this task. Investigating outsourcing of inspections.	Planned for first half of 2010.	Planned for first half of 2010.
2. Annual Food Shop inspections	Annual inspection and follow-up visits completed. Next annual inspection due first quarter 2009.	Next inspection planned for May 2009.	Inspections currently being carried out.	Inspections completed for the program.	



## P.F.4 COMMUNITY SERVICES & EDUCATION

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>• Community Transport services to assist the mobility of disadvantaged members of the community</li> <li>• Home and Community Care Program (HACC)</li> <li>• Provide Aged Care Hostel Accommodation</li> <li>• Coordinate with community organisations and committees of Council</li> </ul>	Lasting Impressions Town Planning and Environment Community Achievement				
	<b>Linkage to Strategic/ Operational Plans</b>				
	<ul style="list-style-type: none"> <li>• Determine and develop the level of aged care support that Teloca House can provide to both hostel needs and in-house needs</li> <li>• Assist the community in leveraging grants and provide leadership and advice to community organisations</li> <li>• Consult closer with Grong Grong and Barellan on social, economic and development impacts, and develop town revitalisation strategies.</li> <li>• TV retransmission upgrade to digital</li> </ul>				
	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
1. Develop Teloca House Strategic Business Plan.	SWOT review undertaken. Government allocation of grants and funded places needs to be announced prior to update of strategic plan.	Teloca review currently being undertaken. Final report due March 2009.	Report submitted to March Council meeting. Needs Analysis to be complete during May. Strategic planning to be undertaken during June 2009.	Strategic planning workshop conducted and plan adopted by Council at it's July meeting. Financial modelling underway in line with strategic objectives.	

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	2. Support Barellan Centenary Celebrations.	Council resolved to endorse the Barellan Centenary Planning S355 Committee of Council. An assessment of the Committee's requests are being considered and a report will be presented to council early in 2009.	Federal funding application to build new kiosk in time for centenary.	Barellan kiosk is funded and it is anticipated that the building will be completed in time for the centenary celebrations. Other minor works will also be completed including kerb and gutter in front of the tennis racquet. Events personnel have assisted the committee with an application to FRRR small grants for small regional communities, for a grant to cover general expenses.	Barrellen Century Planned for October. The Barellan kiosk and footpaving and kerb and gutter in Yapunyah Street are being constructed prior to the celebrations.

## P.F.5 HOUSING AND COMMUNITY AMENITIES

Principle Activities	Supports Key Direction :
<ul style="list-style-type: none"> <li>• Streetscapes and lighting</li> <li>• Waste Management Services</li> <li>• Collection and Disposal of domestic garbage</li> <li>• Public cemeteries</li> <li>• Local Environment Plan and land-use policy</li> <li>• Development Applications</li> <li>• Stormwater Management</li> </ul>	<p>Lasting Impressions</p> <p>Town Planning and Environment</p> <p>Community Achievement</p>
	Linkage to Strategic/ Operational Plans
	<ul style="list-style-type: none"> <li>• Give higher attention to the appearance and standard of amenities for visitors.</li> <li>• Conduct studies into land-use needs (eg forecast of industrial and residential growth requirements, including housing for aged population growth) and protection of sensitive, scenic and ecological valuable areas.</li> <li>• Investigate ways to reduce land fill and develop educational programs, particularly in schools, to educate current environmental practices – waste avoidance, recycle, re-use and general conservation practices.</li> <li>• Develop plans for new waste depot and possible regional waste management options which support environmental protection</li> <li>• Encourage retention and improvements to build heritage to protect the character of our towns and make them attractive to buyers, investors and visitors.</li> <li>• Identify what our key town assets are and how resources can be applied to replace or renew those assets in the future</li> <li>• Develop resource strategies with the assistance of community, aimed at improving the presentation of town amenities and conservation of assets</li> </ul>

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	1. Implement rural addressing and signage.	<p>Currently resolving the naming of roads which pass through the Shire from adjoining LGA's. Consultation with RTA, adjoining Councils and property owners adjoining the roads.</p> <p>Numbering plates on order for the Newell &amp; Sturt Hwy's and the Pine Hill area. Anticipate installation of these plates prior to Christmas.</p>	<p>Negotiations with adjoining Councils well advanced as it consultation with adjoining land owners.</p> <p>The distinctive yellow background with black numeral numbering plates were installed throughout Pine Hill and also along the length of both the Newell and Sturt Highways during December 2008.</p> <p>Numbering plates for Burley Griffin Way and for roads in the South and South-Western areas of the shire have been ordered.</p>	<p>Numbered addressing plates installed along the length of Burley Griffin Way during February 2009.</p> <p>Numbered addressing plates installed within the South Western corner of the Shire from the Sturt Highway to Strontain Road during February 2009.</p> <p>Order placed March 2009 for numbered addressing plates for the South Eastern corner of the Shire to the Murrumbidgee River, those areas surrounding Narrandera, those areas East of Newell Highway near Grong Grong and those areas North of Burley Griffin Way near Barellan.</p> <p>These will be installed within one month of delivery.</p> <p>Project expected to be completed by December 2010.</p>	<p>Numbered addressing plates now installed to all roads, not subject to road name change, North of Burley Griffith Way, South of the Murrumbidgee River, East of the Newell Highway, Grong Grong and areas surrounding Narrandera Town.</p> <p>The project is currently 56% completed.</p> <p>Order soon to be placed for residual properties West of the Newell Highway, Grong Grong to the Leeton/Narrandera Shire boundary in the next 4 weeks. These numbers shall be installed by the end of 2009.</p> <p>Following this, roads subject to name change shall be addressed and the project is expected to be completed by December 2010.</p>

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	2. Cemetery upgrade.	Stage 3 lawn cemetery is in the process of being implemented. Constructing concrete beam, laying turf and seeding.	Three new concrete beams were constructed and turf laid prior to the end of December 2008 creating an additional 198 burial allotments.	Three projects remain; 2 irrigation systems and a fence. Two (2) of these programs are funded from grants just received. All works will be completed before July 2009.	Completed.
	3. LEP upgrade to new standard template – report to Council - scope of review required and project plan.	Preliminary investigations are being undertaken. State Government is no longer providing funding rounds for LEP reviews.	A scope of the assignment has been completed and a budget is being determined. Information will be available for budget input.	Quotations received. Awaiting confirmation of Government Funding assistance. Funding allocated in the 2009/10 budget to commence review.	Council has funded this project for implementation in 2009/10.
	4. Narrandera Flood Management Plan Project.	The report is on public exhibition until early November 2008.	A report to Council recommending adoption of the plan is proposed for March 2009.	Flood Risk Management Report to be submitted to May 2009 Council meeting.	The Report was adopted by Council in May 2009.
	5. Review of waste management practices.	Significant works have been implemented at the landfill to clean up the site. A further report will be submitted to Council on the future operation of the waste management facility.	Council adopted a new proposal for manning the site and opening hours at its meeting on 9 December 2008.	A major clean up of the Narrandera landfill site was completed early in the year. Butt bins installed in town centre. Tyre recyclers being sourced. Some green waste being reused.	Two (2) new staff are being appointed in August and the new roster implemented in September 2009. All tyres being removed in August.

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	6. Salinity Management Project.	A Draft Management Plan was submitted to the MCMA in October 2008. It identifies current actions and possible future programs.	Draft plan reviewed by MCMA. Changes are being assessed with final plan then to be adopted by Council. Plan currently being implemented. Locations identified for revegetation sights and additional piezometer installations. Initial planning commenced for Water-Wise Garden.	Installation of five (5) piezometers will occur in May 2009. A water wise garden will be installed in Hankinson Park by June 2009.	Piezometers installed and water wise garden installed.
	7 Support waste reduction programs coordinated RAMROC Voluntary Waste Management Group.	Gardenwise workshop will be held in October. Fliers being developed for recycling and waste minimisation.	End users for recycled goods are being sourced.	Litter prevention campaign commenced on 4 April 2009. Tenders soon to be called for scrap metal contract by RAMROC. A minor market has been sourced for tree trimmings and disposal of batteries.	A report is being submitted to Council meeting in August recommending a new contract for scrap metal collection.

## P.F.6 WATER SUPPLY

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>Potable water supply</li> </ul>	Town Planning and Environment				
	<b>Linkage to Strategic/ Operational Plans</b>				
	<ul style="list-style-type: none"> <li>30 Year Water Business Plan</li> <li>Implement Water and Sewer Strategic Plans to improve access equitable pricing, quality and expansion of services</li> </ul>				
	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
1. Investigate water supply extension to Gillenbah precinct.	<p>Draft master plan prepared. Feasibility to be undertaken.</p> <p>A scope of works for water supply extension will be prepared and quotes obtained in next quarter.</p>	Water will not be extended to Gillenbah.	Awaiting Masterplan report.	The supply of water to Gillenbah is being included in grant applications.	

## P.F.7 SEWERAGE SERVICES

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>• Sewerage disposal system</li> </ul>	Town Planning and Environment				
	Linkage to Strategic/ Operational Plans				
	<ul style="list-style-type: none"> <li>• 30 year Sewerage Business Plan</li> <li>• Implement Water and Sewer Strategic Plans to improve access equitable pricing, quality and expansion of services</li> </ul>				
	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	1. Investigate sewerage extension – Gillenbah precinct.	Draft master plan prepared. Feasibility to be undertaken. A scope of works for sewerage solution will be prepared and quotes obtained in next quarter.	GHD are investigating extension of sewerage to Gillenbah. Expect response in March 2009.	Gillenbah Master plan to be reported to May 2009 Council meeting.	Gillenbah master plan adopted by Council. Application for State Funding made.
2. Investigate trade waste management practices.	This is planned for first quarter 2009.	Inspections planned for February 2009.	Inspections cannot be undertaken until resources are made available.	This is programmed for early 2010.	



## P.F.8 RECREATION AND CULTURE

Principle Activities	Supports Key Direction :
<ul style="list-style-type: none"> <li>• Library Services</li> <li>• Swimming Pool</li> <li>• Sportsgrounds and sporting facilities</li> <li>• Parks and Gardens</li> <li>• Public conveniences</li> <li>• Recreation reserves</li> </ul>	<p>Lasting Impressions</p> <p>Tow Planning and Environment</p> <p>Community Achievement</p>
	<p><b>Linkage to Strategic/ Operational Plans</b></p> <ul style="list-style-type: none"> <li>• Review open space and recreation needs with the objective of reducing costs for maintenance; whilst at the same time, ensuring the community needs are met</li> <li>• Identify what our key town assets are and how resources can be applied to replace or renew those assets in the future.</li> <li>• Identify what our key town assets are and how resources can be applied to replace or renew those assets in the future</li> <li>• Develop resource strategies, with the assistance of community, aimed at improving the presentation of town amenities and conservation of assets</li> <li>• Develop plans of management for Parks and Sportsgrounds</li> </ul>

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	1. Review Plan of Management Narrandera Wetlands.	Funding of plans of management granted by CMA. Wetlands committee have agreed to work with Riparian Restoration Coordinator on developing the plan of management. Some work will be outsourced. Due for completion in 3 <sup>rd</sup> quarter.	Currently reviewing quotes to undertake work.	Quotes received, options to be referred to Wetlands Committee in June 2009 for their consideration.	Project deferred until outcomes of Plan of Management Narrandera Common is completed.
	2. Investigate with Murrumbidgee Catchment Management Authority review of Lake Talbot area Plans of Management.	Funding of plans of management granted by CMA. Vegetation study a prerequisite to the plan of management. Currently investigating options for the development of the plan. Expect completion in 3 <sup>rd</sup> quarter.	Currently reviewing quotes to undertake work.	Plan of Management will commence for the Narrandera Common in May 2009 with expected completion in October 2009. Consultation will occur with Lake Talbot Committee. The POM for Narrandera Common is a priority, in the CMA Services Agreement for riparian works. An extension of POM works to Lake Talbot will be subject to availability of further resources.	Plan of Management for Common due October 2009. Third round of funding \$500,000 received for ongoing works.

	3. Review Plan of Management - Parks and Gardens.	Draft Narrandera Park Plan of Management exhibited. Submissions close October 2008.	Plan of Management revised. Submissions closed 8 January 09. Report to February Council Meeting.	The draft Narrandera Park Plan of Management is to be re-exhibited with master plan. Plans of Management for other parks have been deferred to 2009 due to resource constraints.	Narrandera Park Master Plan adopted. Works program has commenced with the assistance of the Rudd Government Infrastructure funding.
	4. Implement Narrandera Sportsground water recycling and irrigation funded projects.	Planning and design complete. Anticipate completion December/January.	Completed.	The operation of the irrigation system is being monitored and minor adjustments made to ensure even and timely watering.	System operating satisfactorily.
	5. Submission for NSW Harness Racing Centre (Narrandera Harness Racing Development Committee)	Submissions to NSW Harness Racing close 31 December 2008. Research and analysis to be undertaken in next quarter. Committee meeting scheduled for 27 November 2008.	Completed.	Copies of 9 submissions from other towns received for Council's information. No further development at this stage.	No further advice received on this matter. Still under consideration.

## P.F.9 CONSTRUCTION

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>• Building Inspections.</li> <li>• Construction certificates.</li> <li>• Plant Management – Works Program.</li> </ul>	Lasting Impressions				
	<b>Linkage to Strategic/ Operational Plans</b>				
	<ul style="list-style-type: none"> <li>• Give higher attention to enforcement, regulation and prevention of actions that degenerate our living standards which result in negative media and promotion Prepare a tree management plan that proposes strategies to preserve Narrandera's distinct 'town of trees' character</li> </ul>				
	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
1. Undertake the regular review of the effectiveness of items of the plant fleet, with emphasis on maximising plant usage (including hired plant)	Concrete profiler usage being reviewed. Push mowers being replaced with ride-ons next quarter.	The effectiveness of the excavator is being investigated and a decision to be reached by April 2009. The concrete profiler has been sold.	Further investigation required.	The excavator will be sold when the price is favourable.	
2. Adoption of a ten (10) year plant replacement program and provision of sufficient financial resources to achieve the on-going replacement program.	Program completed and to be reviewed and updated annually.	This will be reviewed as part of the budget process.	A long term replacement program for trucks and plant is being prepared as part of the budget process. Light vehicle replacements are planned annually because of the complexities of the market and reliance on mileage.	Programs completed as part of the budget process.	

## P.F.10 TRANSPORT & COMMUNICATION

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>• Maintain urban roads, bridges, drainage and footpaths.</li> <li>• Maintain rural sealed roads, bridges, drainage and footpaths.</li> <li>• Maintain rural unsealed roads.</li> <li>• Airport management.</li> <li>• Maintain streetscapes, emphasis on town character 'Town of Trees'.</li> </ul>	Lasting Impressions				
	Town Planning and Environment				
	Economic Compass				
	<b>Linkage to Strategic/ Operational Plans</b>				
	<ul style="list-style-type: none"> <li>• Bicycle Plan 2004</li> <li>• Give higher attention to the appearance and standard of amenities for visitors</li> <li>• Prepare a tree management plan that proposes strategies to preserve Narrandera's distinct 'town of trees' character</li> <li>• Understand our aged community's access and mobility needs and prioritise plans actioning un-met needs</li> <li>• Preserve current road network by adopting a road network maintenance inventory=neutral framework. Gain input into initiatives and strengthen local infrastructure advocacy through consultation with rural road transport interests.</li> <li>• Implement new road management initiatives without impeding on Council's financial sustainability</li> <li>• Develop external works revenue opportunities and resource plan for the purpose of replenishing blance sheet reserves, by which the maximum level of income from external works contracts can be achieve, without significantly compromising the Shire's own works programs</li> </ul>				
<b>Action Plans/ Key Tasks</b>	<b>Commentary 30/9/2008</b>	<b>Commentary 31/12/2008</b>	<b>Commentary 31/3/2009</b>	<b>Commentary 30/6/2009</b>	
1. Continued investigation of road train routes.	Trials completed. November 2008 report to Council on recommendations.	Completed.	All applications for road train routes have been processed. Ongong advocation for improved transport and infrastructure.	A detailed investigation of B-double routes is planned for August/September with a view to upgrade them to road train routes.	

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	2. Implement tree management plan.	Program being implemented. Tree replacement will commence in November 2008.	Some tree removal occurred in January 2009 with the remainder to be carried out in June 2009.	The budgeted tree replacement program is scheduled for completion in June 2009.	The program was completed in June. Additional funding was provided late in the program and these works were completed in July.
	3. Support the advocacy of inland rail.	Council supports the inland rail alliance and has provided local research to transport consultants engaged by Shepparton Council.	Ongoing support as required.	Meeting held in Shepparton to review the consultant's report. The Narrandera route outweighs the Wagga/ Albury route on the basis of greater economic outcomes.	Inland Rail Alliance meeting held with Adrian Picolli and Kay Hull on inland rail matters in July. Strategy for lobbying politicians developed.
	4. Investigate funding for disability access audit.	Disable toilets and ramp completed in Council building.	Disabled access and facilities at Chambers has been completed. Ongoing monitoring of grant opportunities to fund an access audit.	No further actions are proposed as part of this year's program. Investigation for funding for disability access audit is planned for 2009/2010.	All actions completed earlier in the year.

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	5 Review road inspection and asset valuation regime.	Underway. Templates being prepared. Current data will be downloaded in next quarter.	Templates completed. Condition ratings will be undertaken between February and perhaps April 2009.	The measurement of land areas under roads is complete. The condition ratings of all roads commenced 28 April 2009 and will be completed in May.	The DLG changed its deadline for road fair value until 30/6/2010. All condition ratings were completed before July. Reports are being completed in August. Road fair values will be completed in September.
	6. Review Streetscape Construction Policy.	Planned for second quarter 2009.	Planned for second quarter 2009.	Planned for completion before July 2009.	The present focus is reviewing all existing policies and this will be completed in September. After this time new policies including this one will be addressed.

## P.F.11 ECONOMIC ACTIVITIES

Principle Activities	Supports Key Direction :				
<ul style="list-style-type: none"> <li>• Visitor Information Centre.</li> <li>• Destination marketing and promotion.</li> <li>• Industrial subdivision works.</li> <li>• Manage Lease of Lake Talbot Tourist Park.</li> <li>• Maintain saleyard facilities for livestock.</li> <li>• Rental of council owned commercial and residential property.</li> <li>• Private hire of plant and machinery to local residents.</li> <li>• Property Development and Management.</li> <li>• Fleet and inventory management.</li> </ul>	Economic Compass				
	Lasting Impressions				
	Town Planning and Environment				
	<b>Linkage to Strategic/ Operational Plans</b>				
	<ul style="list-style-type: none"> <li>• Economic Directions 2007-2012</li> <li>• Develop an economic development strategy for furthering industry and visitor attraction in conjunction with land use capabilities, transport and review of natural and human assets.</li> <li>• Develop an external works revenue and resource plan for the purpose of replenishing balance sheet reserves, by which the maximum level of income can be achieved, without significantly compromising the Shire's own work program</li> <li>• Continue to promote Narrandera Shire with festival and events</li> </ul>				
<b>Action Plans/ Key Tasks</b>	<b>Commentary 30/9/2008</b>	<b>Commentary 31/12/2008</b>	<b>Commentary 31/3/2009</b>	<b>Commentary 30/6/2009</b>	
1. Billboard replacement and upgrade – Lake Talbot Destination promotion.	Design for billboard structure commence in next quarter. Vinyl billboard poster received. Draft Lake Talbot promotional flyer prepared. Due for finalisation next quarter.	New billboard erected for Lake Talbot promotion.	Repainting of faded billboard will be undertaken before June 2009.	Billboard refurbishment (painting) completed.	



	<b>Action Plans/ Key Tasks</b>	<b>Commentary 30/9/2008</b>	<b>Commentary 31/12/2008</b>	<b>Commentary 31/3/2009</b>	<b>Commentary 30/6/2009</b>
	2. Improved image and function of Visitor Information Centre Operations.	New banners and displays installed.	Shop reorganised. Evaluation of V.I.C referred to Economic Development Committee.	Economic Development Committee undertook site visit of Deniliquin Visitor information Centre. Consensus is that Narrandera's Visitor Centre operations and building could be significantly improved. Discussion on building redevelopment opportunities are ongoing. Master plan of the park will provide some guiding principles/proposals for the building in the context of the park.	Staffing and current arrangements currently under review.
	3. Completion Red Hill Master Plan.	Due 31/12/08 subject to agreement on technical / site issues.	Masterplan required for further evaluation of storm water management. Report to Council due March 2009.	Difficulties encountered concerning the viability of parts of the land parcel which are not suitable for industrial development. Further analysis required. Matter due to be reported to Council May 2009.	Draft master plan completed. Public submission period closed and submission being reviewed. Draft DCP endorsed by Council (July 2009) for public exhibition.

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	4. Completion Gillenbah Master Plan.	Draft plan exhibited. New issues raised through submission process requiring further investigation and solutions.	RTA collaborating on truck parking design improvements. Plan will need to be re-exhibited.	Further investigation on truck parking potential has been undertaken with the assistance of a detailed survey and ecological assessment. Several development constraints have been identified which have resulted in detailed discussions with RTA. Report due to be finalised in May 2009.	Gillenbah Master Plan adopted (July 2009). Launch of plan undertaken with stakeholders and Minister for Regional Development planned for July 2009.
	5. Completion Red Hill Marketing strategy.	To follow after completion of Red Hill Master plan. Application made to Department of State and Regional Development for marketing funds.	Quote for marketing services obtained and being evaluated.	Awaiting completion of Master plan before engaging marketing services.	Red Hill marketing strategy will commence August 2009.
	6. Increase level of external works program bids for 2008.	Ongoing.	RMCC Contract executed in November 2008.	The focus until July 2009 is completing RTA and Council programs.	Programs satisfactorily completed. Private works undertaken resulted in a favourable outcome for Council.

	Action Plans/ Key Tasks	Commentary 30/9/2008	Commentary 31/12/2008	Commentary 31/3/2009	Commentary 30/6/2009
	<p>7. Improved protocols and promotional strategies for attraction and coordination of events eg facilities audit, target marketing of Lake Talbot, Narrandera Sportsground.</p>	<p>Facilities audit designed and physical audit will be undertaken next quarter.</p> <p>Draft Lake Talbot promotional flyer due for finaliation November 2008.</p> <p>Draft sportsground marketing and information kit completed. Due for finalisation and printing next quarter.</p>	<p>Lake Talbot promotional flyer completed.</p> <p>Narrandera brochure due for reprint in February 2009.</p> <p>Sportsground Marketing Kit due to be completed February 2009.</p> <p>Facilitys audit due for completion February 2009.</p>	<p>Brochure project re-scheduled due to events related workload. Printer has committed to delivery by Friday mid May.</p> <p>Functions Venue Audit completed and will be used to develop convention &amp; conferencing marketing material. Promotional content to be established in next quarter.</p> <p>Sportsground marketing kit still under development. Content with graphic designer for compilation. Reschedule for completion by end of June.</p>	<p>Functions and venues – conventions &amp; sports venue brochures outsourced to marketing firm due to internal resource limitations. Brochure due first quarter next year.</p> <p>DSRD funding received for Red Hill marketing and business attraction. Projects due for completion November 2009.</p>