



Carrathool Shire Council

Promoting a future through diversity.

Delivery Plan

Performance Report End of Term 2021

Youth Week Smart Phone Photo Competition 2018 – Theme: Lights Camera ACTION Qualifying Entries



Genevieve Rixon – Hillston



Lucinda Star – Carrathool



Jack Gordon – Goolgowi



Simon Star – Carrathool



Luke Mackie – Hillston



Lachlan Wilson - Hillston



Erika Star – Carrathool



Violet Wray – Merriwagga



Dakota McMillian - Hillston

1. An Inclusive, Connected and Healthy Community

Action	Responsible Directorate	Partners	Performance Measure	Target Year				Outcome
				2017/2018	2018/2019	2019/2020	2020/2021	
1a. Increased transport options for all sectors of the community								
1a(i) Canvas Secretary of Transport for increased public transport within the Shire	GM	Transport for NSW RMS	Improved public transport within the Shire	x				2017: Completed June 2017. Volunteered for pilot for alternative public transport when TfNSW responded. Followed TfNSW up in December 2017. Letter of support sent to Griffith Bus Lines regarding extension of TfNSW contract to enable scheduled routes in Carrathool.
1a(ii) Liaise with surrounding Councils to identify shared transport resource options	GM	Community Transport providers Other Councils Transport for NSW	Improved public transport within the Shire	x				2018: Issue discussed at 2 February RAMROC GMs meeting.
1a(iii) Review effectiveness and efficiency of Community Transport function	GM		Improved Community Transport function	x	x			2018: Function reviewed and improvements identified. DCCS working with Coordinator to improve systems. 2019: Review of CT ongoing, a report on CT and CHSP will be delivered to the Council in March 2019.
1a(iv) Canvas increased transport options with Minister for Transport	GM	Transport for NSW	Improved public transport options within the Shire	x	x			2017/2018: Griffith Bus Lines contacted Council about public bus transport from Griffith to Hillston and submissions made. This was unsuccessful.
1b. A connected community for pedestrians thought well planned walking tracks								
1b(i) Prepare Master plan of footpaths for each town and village	DIS		Report to Council re Footpath Master plan approved	x				2017: Following discussions with team members it's noted that a defects log has been compiled and a draft master plan will commence during the month of February. 2018/2019: In progress. Some work undertaken but further planning required.
1b(ii) Implement Footpath Master plan	DIS		Footpath Master plan implemented		x	x	x	2019: In progress, most areas identified. Report provided to the March Council meeting. 2020: In progress, most areas identified. Report to the March Council meeting. 2021: Draft plan partially completed.
1b(iii) Identify problem areas for wheelchair access (kerb ramps)	DIS	State Government	Report to Council re wheelchair access remediation plan approved	x				2018: These areas will be identified over the course of the draft plan. 2019: Report completed to Council.
1b(iv) Remediate wheelchair problem access areas	DIS		Wheelchair access problem areas remediated		x	x	x	2019: Following adopted plan from Council areas will be budgeted for in the new financial year. 2020: Wheelchair access areas reviewed and remediation completed.

1b(v) Prepare plan for walking track around Lake Woorabiinda	DIS		Report to Council re Lake Woorabinda walking track approved		x			2019: Report provided to the February Council meeting.
1b(vi) Construct Lake Woorabinda walking track	DIS		Lake Woorabinda walking track constructed			x	x	2019/2020: Track Construction Completed
1b(vii) Prepare plan for new swing bridge and walking track in Hillston	DIS		Report to Council re new swing bridge plans and costing approved			x		2019: Draft Master Plan completed, awaiting community consultation phase. 2019: Complete – Report sent to Oct 2019 meeting. Project on hold due to other commitments from Council.
1c. A community where young people are engaged and valued								
1c(i) Facilitate formation of a Carrathool Youth Council	EDO	Schools	Report to Council re Youth Council format and composition approved		x			2018: Report delayed until the fourth quarter. EDO met with Assistant Principal HCS, and will progress the youth council in conjunction with SRC (student rep council) in the 4 th school term. 2019: In progress, EDO working with Hillston Central School re feasibility of incorporating the Youth Council as a function of the Student Reference Group. 2020: EDO working with the Student Representative Council to gain feedback on youth related projects. The students have expressed that they prefer this form of engagement and the implementation of a Youth Council is unlikely.
1c(ii) Facilitate events for Youth Week	EDO	Community Groups Schools	Youth Week program approved and undertaken	x				2018: Photo competition completed and project acquitted.
1c(iii) Facilitate preparation and implementation of Goolgowi Park Master plan	DIS		Goolgowi Park Master plan approved	x				2018: Site investigation to be completed over the month of January to identify key areas. EDO is to engage planner for assistance. 2019: Plan completed and approved.
1c(iv) Goolgowi Park Master plan implementation	EDO		Goolgowi Park Master plan implemented			x	x	2019: Elements commenced including fitness station and preparatory work for Skate Park. 2020: Skate Park & walking trail and fitness station have been completed, along with picnic shelters and seating. Council is applying for further funding for the last stage of the master plan which will involve a toilet block.
1c(v) Install youth page on Council website	EDO		Youth page operating	x				2018: This project has been delayed due to the website project. And formation of the youth council in 4 th school term. 2019/2020: Waiting on new website
1d. An engaged and trusting community with strong social and support networks								
1d (i) Develop assistance package for self-audit of relevant DIAP facilities for local clubs and groups	BRSM	Support Groups	Community groups utilising DIAP Assistance Package for self-audit of access facilities	x				2018: Self audit promotion undertaken when needs arise. 2019: Traders and business people canvassed re their possible participation – little interest shown.
1d(ii) Council review its own Council facilities re DIAP compliance	BRSM		DIAP review of Council facilities received	x				2018: After review of DIAP Objectives, BRSM will draft a DIAP implementation plan to prioritise works. For Council facilities will be project managed by BRSM and Maintenance Officer. 2019: Additional funding has been applied for and/or accepted when available.

1d(iii) Facilitate Aussie Host training (or similar) for local businesses and organisations	EDO	Business Community	Aussie Host customer service training implemented	x				2018: Currently insufficient interest will try again early 2019 2019: Traders and business people canvassed re their possible participation – little interest shown.
1e. A healthy community with access to services that meet community needs								
1e(i) Review current multi service outlet services and growth potential	DCCS	Hillston Hospital	Gap analysis of multi service outlet services received	x				2018: Services reviewed but a gap analysis is still required. 2019: Ongoing. Analysis to be completed next financial year.
1e(ii) Seek additional funding opportunities to allow further growth to the multi service outlet	DCCS	Murrumbidgee Health	Funding applications submitted to relevant agencies	x	x	x	X	2018: Funding under new home care packages is being sought on a one to one client basis. 2019: Additional funding has been applied for and/or accepted when available. 2020: Applications submitted where appropriate.
1e(iii) Encourage and support the Hillston Medical Centre to attract health professional services	DCCS		State Government support and approval for continued funding of health services	x				2018: General Manager is providing support to current GP to improve services at the Hillston Medical Centre. 2019: Council have been lobbying State and Federal Governments to maintain a medical service at Hillston.

2. Infrastructure for a Sustainable Future

Action	Responsible Directorate	Partners	Performance Measure	Target Year				Outcome
				2017/2018	2018/2019	2019/2020	2020/2021	
2a. Carrathool Shire is connected through appropriate infrastructure to support freight and logistic								
2a(i) Lobby with surrounding Councils for State Government infrastructure grants to get produce to destination	GM	RMS Surrounding Councils Transport for NSW	Lobby group formed and lobbying State Government for Infrastructure grants	x	x	x	x	2018: Worked with Western Riverina Group to identify mutually beneficial option for grant application. Regional economic Strategy developed. 2019: Some support provided in relation to a freight hub at Narrandera ongoing lobbying via RAMJO. 2020: Lobbying is ongoing through the RAMJO group of Councils.
2a(ii) Work with RMS to increase RMCC work leading to improvement in roads	GM	Load producers and farms RMS	Improved RMS funding for Shire road improvements relevant to produce logistics	x	x	x	x	2018: Implemented. New work allocated to Council. Continuous meetings with RMS senior management. 2019: Council continues to work with the RMS and producers on the road network and funding opportunities. 2020: Grant applications made for the Carrathool Road and \$5,000,000 in funding approved
2a(iii) Work with neighbouring Councils to increase infrastructure from grants received	GM	Griffith, Leeton and Narrandera Councils	Joint infrastructure grant applications submitted and under consideration by State Government			x		2020: Applications have been submitted where appropriate
2a(iv) Liaise with transport operators and producers to identify needs for roads	GM	Transport Operators	Report on road needs for operators and producers approved	x				2018: List of operators prepared. 2019: Council continues to work within its funding limits taking into consideration the needs of local transport operators and producers.
2b. Community infrastructure that is accessible for everyone								
2b(i) Undertake a DIAP-relevant access audit of all Council owned and managed buildings and facilities	BRSM	New and existing businesses Community Groups Government Departments and Agencies	Report to Council re findings of access audit approved	x				2017: After review of DIAP Objectives, BSRM will draft a DIAP implementation plan to prioritise works. 2018: Initial Audit has been carried out. Report to go to March meeting.
2b(ii) Implement an improvement program to ensure all public facilities are accessible to all	BRSM		Public facilities access improvement implemented	x				2017: After review of DIAP Objectives, BSRM will draft a DIAP implementation plan to prioritise works. 2018: Improvement program has been drafted and has been adopted as part of our 10yr facilities management program.

2c. A community where increased number of community members have access to water supply								
2c(i) Determine the areas where additional water is required and what the proposed use is	DIS	Water Authorities	Report prepared and presented to Council		x			2019: Ongoing. Report will be provided in the first half of the new financial year.
2c(ii) Undertake a feasibility study to determine viability for any identified expansion	DIS		Feasibility study prepared and presented to Council			x		2020: Feasibility study has not been completed as Council staff are concentrating on asset management and consolidation of existing assets rather than expansion.
2c(iii) Implement asset replacement programme	DIS		Report to Council re W&S Asset Replacement Programme approved	x	x	x	x	2017: AMP is adopted and implemented 2020: New draft asset plans have been produced and provided to Council. Plans will be completed in the 2020/21 financial year.
2c(iv) Raise community awareness re water supply matters	DIS		Water Supply Community Awareness Program implemented	x	x	x	x	2018: System in place to include items under different communication platform- Council Corner : <ul style="list-style-type: none"> • Water chlorination and suggestion if its high/low etc. • Any capital work completion/\$spent/benefits of it. • Water meter reading and issues with water meters. • Private water extraction and sales. • Private works (letter etc.) procedure and cost. • Water interruptions planned/unplanned. • Any other achievements in W&S department • Sewer chokes and advises what not to put in sewer mains. Webpage/Facebook/spectator: <ul style="list-style-type: none"> • Recent project completed information. • Any emergency breakdowns • Every quarterly water quality results of all schemes. 2019: Ongoing campaign in Council newsletter. 2021: Council produces information in Council newsletters and mail drops.

3. Growing and Diverse Economy

Action	Responsible Directorate	Partners	Performance Measure	Target Year				Outcome
				2017/2018	2018/2019	2019/2020	2020/2021	
3a. Establish Carrathool Shire as a welcoming and exciting place for our community and visitors								
3a(i) Provide welcome kits for new residents	EDO	New and existing businesses Community groups	Welcome kits distribution underway	x				2018: Kits are being developed and should be completed by the fourth quarter. Resident kit available on website. Currently under review to incorporate latest information and stats (in conjunction with new website) To be done by 12-2018 2019: On hold until next financial year. 2020: Welcome kits have been prepared and are available.
3a(ii) Develop new tourism brochures for whole of Shire	EDO		Revised brochures distributed to relevant locations	x				2018: Information is slowly coming in and being gathered and the project should have some drafts available by the end of the financial year. Brochures now in final draft, will be distributed Sept/Oct 2018 2019: Brochures developed, printed and in use.
3a(iii) Refurbish entry tourism signage into Shire	EDO		Entry signage in place	x				2018: Awaiting SCCF round 2 funding preliminary design and locations already scoped. 2019: Funding secured through Stronger Country Communities Fund Round 2 – will commence design and installation next Financial year. 2020: Signs have been completed but are not yet installed.
3b. Growth (population and business development) is supported through revised land use planning								
3b(i) Review the areas of growth pressure or shortage	BRSM		Review of growth pressure or land shortages approved	x				2018: BSRM attended a round table discussion with Dept. Of Planning. Under the new planning regime, all Councils in NSW are required to prepare a Local Strategic Planning Statement (LSPS) which is a 20 year plan that looks at future growth, land zones and use, infrastructure, public transport, employment and education etc. This will be developed and in place no later than 1 July 2020. 2019: Ongoing due to significant changes in planning legislation. 2020: Still awaiting completion of the Hillston Flood Study and review and amendment of the LEP
3b(ii) Review and reassess the currency of Council's Settlement Strategy	BRSM		Review of Settlement Strategy approved	x	x			2018: This 2007 doc was developed to support adoption of 2012 LEP. Due to new planning laws coming in we need to hold on drafting a new LEP to determine impact on this work. 2019: RemPlan Economic Modelling Tool now purchased with A Gap Analysis function available.

3c. Promote opportunities for local economic diversi								
3c(i) Undertake gap analysis of businesses within the Shire and identify opportunities	GM	New and existing businesses	Shire Business Gap Analysis and opportunities approved	x			2018: Manual analysis undertaken. REMPLAN purchased and training given to staff. REMPLAN documents local businesses. 2019: Ongoing. To be completed next year.	
3c(ii) Research economic actions undertaken by other Shires and relevant successes of such actions	GM	Relevant Shires	Report of other Shires economic actions/strategies approved	x			2018: Issue discussed at 2 February RAMROC GMs meeting. Regular liaison with GMs. 2019: EDO research is ongoing with an Economic Development Plan to be developed.	
3c(iii) Canvas potential businesses to implement new business opportunities	GM		New potential businesses identified and canvassed		x	x	x	2019/2020/2021: GM's work in this area has been ongoing.
3c(iv) Work with businesses through the Development Application process if required	GM		ED and planning staff working with DA clients as required		x	x	x	2019: EDO liaising with planning staff where applicable. 2020: Council staff have been assisting businesses where required. 2021: Council staff work closely with clients as required.
3c(v) Ensure Position Descriptions for employment opportunities within Council facilitates opportunities for people with disabilities	GM		Council Position Descriptions are inclusive of people with disabilities		x			2019: Council is an equal opportunity employer and position descriptions are subject to annual review.
3d. Support partnerships to achieve positive outcomes for the community								
3d(i) Facilitate Agribusiness Workforce Forum	EDO	New and existing businesses Local producers and farmers	Agribusiness Workforce Forum held	x				2018: Some initial work undertaken but the forum will need some further development before taking place. Research will be conducted amongst major employers in the shire to validate the necessity and content/direction of a forum. 2019: On hold until new financial year. 2020: Council is applied and been approved for funding under the building better regions funding. The project will be underway in the 4 th quarter.
3d(ii) Develop and distribute a Shire Business and Services Directory	EDO	School and community groups	Directory distributed in multi-format	x				2018: REMPLAN will now be utilised to produce the directory. 2019: Will be produced in 4 th quarter 2019
3d(iii) Develop and distribute a digital business newsletter	EDO		Digital newsletter published multi-platform		x			2019: Will be commenced 1 st quarter 2020
3d(iv) Conduct audit of disabled services and needs in Shire	BRSM	DCCS	Report on audit of disables services and needs approved		x			2019: Preliminary audit has been carried out. BSRM is working with HACC staff ensure 1 st audit is accurate.
3e. A connected community with reliable telecommunications								
3e(i) Undertake a gap analysis in relation to communication coverage within the Shire	GM	Community	Shire Communication Coverage Gap Analysis approved	x				2018: Coverage improved with new Merriwagga tower. New Gunbar tower built and upgrades to Hillston towers planned.
3e(ii) Liaise with NBN Co as the NBN is rolled out across the Shire	GM	NBN Corporation	Information Paper re NBN roll-out timeframe and capabilities received	x	x	x	x	2018: Liaison undertaken. 2019: NBN report completed. Hillston rollout of the NBN completed.
3e(iii) Liaise with telecommunications providers to increase uptake of communication infrastructure and roll-out within the Shire	GM	Telecommunication companies	Increased uptake of telecommunication infrastructure and roll-out within the Shire		x	x	x	2019: Two new Telstra mobile towers have been installed at Merriwagga and at Tabita. New Optus tower on the Mid-Western Highway near Gunbar.

4. Sustainable Natural Environment

Action	Responsible Directorate	Partners	Performance Measure	Target Year				Outcome
				2017/2018	2018/2019	2019/2020	2020/2021	
4a. A community that thrives on sustainable farming practices								
4a(i) Research locations of information relating to up to date and innovative farming practices	GM	Farming support groups	Provide links to relevant agencies providing support and promoting awareness of farming innovation		x			2019: Ongoing as opportunities arise.
4a(ii) Facilitate liaison between farming operators and research bodies	GM	Research bodies	Links established between research bodies and Shire's producers		x			2019: Ongoing as opportunities arise.
4b. Educate our future generations about the natural environment								
4b(i) Engage with environmental agencies to assist to prepare an awareness program	BRSM	EPA NPWS	Report to Council regarding environmental awareness programs approved	x				2018: Initial phone calls and queries have been made. Waiting on responses to date. 2019: Environmental Awareness Program has been drafted locally as there was very little interest nor buy in from EPA/NPWS etc.
4b(ii) Attend local and regional events to inform about noxious weeds and general bio-security obligations	BRSM		Report to Council re attendance at local and regional events	x	x	x	x	2018: New staff undergoing training and events will be supported as required. 2019: Ongoing 2020: Reports will be provided when events are attended. 2021: Reports will be provided when events are attended but COVID has severely limited any activity.
4b(iii) Facilitate road side clean ups and other activities across the Shire	DIS		Continued community engagement by Council with roadside clean-ups and similar activities	x	x	x	x	2018 Council supports community groups with ongoing roadside clean ups. 2020/2021: Road side clean ups are ongoing and community groups are used.
4b(iv) Support major events such as Tree Day and Clean Up Australia Day	DIS		Major environmental events in Shire publicised and promoted as required	x	x	x	x	2018: Events supported when required. 2019: Ongoing. 2020: Events are ongoing and are supported as required. 2021: Events are ongoing and are supported as required but COVID has severely limited any activity.
4c. Consider recycling and waste reduction strategies								
4c(i) Conduct a feasibility study, in conjunction with surrounding Shires, on the benefit of providing recycling across the Shire	BRSM	Local Land Services and research bodies	Report to Council re feasibility of providing recycling services across the Shire including info on composting and existing recycling facilities	x				2018: Recycling put on hold at this stage due to issues in China. Revisiting W.A.R.R. regulation and liaising with Riverina Waste Group regards to possible shared services.
4c(ii) Consider the options to join a joint regional contract for recycle collection	BRSM	Surrounding Councils	Liaison with surrounding Councils re recycling potential	x				2018: Liaising with Riverina Waste Group in regards to possible shared services.

4d. Provide a safe environment for the local fauna and flora							
4d(i) Identify endangered species, habitat locations and what constitutes a danger to each	GM	Local Land Services National Parks	Liaise with lead agencies and provide information on endangered species as required			x	2020: This work is ongoing and dependent on outside agencies.
4d(ii) Identify advocate groups for various flora and fauna	GM		Information paper released identifying advocacy groups for various flora and fauna			x	2020: Council will continue to work with local land care groups and National Parks to continue to assist in the protection of our natural environment.
4d(iii) Develop a flora and fauna protection plan in conjunction with stakeholders	GM	Local Land Services	Liaise with lead agencies and produce information as required			x	2021: Council will continue to work with local land care groups and National Parks to continue to assist in the protection of our natural environment.
4e. Promote an environment that is conducive to the production of high quality fresh fruit and vegetables							
4e(i) Engage with Shire producers and relevant research agencies to undertake Gap Analysis of essential requirements for high quality horticulture production	BRSM	Local Land Services DPI CRCC	Lobbying for improved water, energy and logistics for the Shire's agribusiness sector as required			x	2019: Ongoing as opportunities arise. 2020: Council continues to lobby government and other agencies in this area.

5. Leadership and Governance

Action	Responsible Directorate	Partners	Performance Measure	Target Year				Outcome
				2017/2018	2018/2019	2019/2020	2020/2021	
5a. A community that values the opinions of all and supports young leaders to contribute to the community								
5a(i) Inclusion of youth representatives in the Carrathool Digital Reference Group	GM	Community, Business & Schools	Digital Reference Group formed and operating	x				2018: Reference group in place. Youth requested to be part of the group. 2019: Group has been formed with invitations still open for participants.
5a(ii) Liaise with Youth Council to facilitate events for Youth Week	GM		Youth Week program of events implemented	x				2018: Youth week successful for 2018. Youth Council to be consulted for 2019 when Youth Council created. 2019: Two events held at Goolgowi Club and the Hillston Skate Park.
5b. Encourage more volunteering within the community								
5b(i) Identify volunteering opportunities in Shire	EDO	Community groups	Report regarding volunteering opportunities in Shire provided	x				2018: Community groups within the shire will be contacted to develop a database of volunteering opportunities which will be published on council website & facebook. 2019: EDO working with many community groups to identify new volunteering opportunities.
5b(ii) Develop volunteer resources and info kit	EDO		Volunteer resources and info kits being distributed		x			2019: Will be commenced 1 st quarter 2020.
5b(iii) Undertake a Skills Audit for Shire's Volunteer Pool to identify skills within the Shire's volunteer pool	EDO		Pool of volunteers available for engagement as required		x			2019: On hold until next financial year 2020: Skills audit has not been completed but further progress will be made in 2021
5c. The community to benefit by access to more community grants								
5c(i) Review Council's Community Grants Scheme	EDO	Federal and State Governments	Report on review of Community Grants Scheme approved		x			2019: Review of Community Grants Scheme on hold until current grant-funded projects are completed and acquitted.
5c(ii) Facilitate grant writing training for community groups	EDO		Grant writing training workshops held		x			2019: Will be commenced 1 st quarter 2020.
5c(iii) Facilitate capacity building for community groups	EDO		Capacity Building training workshops held and support provided		x	x	x	2019: On hold until new financial year. 2020: EDO continues to provide support for community groups within the Shire.
5c(iv) Distribute information regarding relevant grants availability amongst community groups	EDO		Info distributed via digital bi-monthly newsletter and other Council information platforms		x			2018: Information distributed through Council Corner, website & facebook.

5d. The community to be better informed of local issues and activities and have increased opportunity to participate in decision making.							
5d(i) Update Council Corner to better meet the needs of the community	GM	Community Progress Associations / Community Committees	New Council Corner published which meets the contemporary needs of the community	x			2018: Changes continuously made. Anecdotal feedback positive.
5d(ii) Update the Council website	GM		Council Website updated	x			2018: Incremental changes made. Website update plan developed. New website structure created. 2019: Website project commenced 2020: A website provider has been engaged to redevelop Council's website and this should be completed by December 2020.
5d(iii) General Manager to participate in community forums	GM		GM participating in community forums	x			2018: Participation occurs.
5d(iv) Community information sessions/exhibitions to be user friendly	GM		All Council community information session and exhibitions are user friendly	x			2018: No complaints received.
5d(v) Facilitate the formation of a Carrathool Digital Reference Group to provide an efficient channel of input into Council policy deliberation	EDO		Carrathool Digital Reference Group (DRG) formed and operating	x			2018: Has been formed, 1 st topic for comment will be regarding mobile library services. 2019: Group has been formed with invitations still open for participants.