

# Liverpool Plains Shire Council

Combined Delivery Program 2017-2021 and  
Operational Plan 2020-2021

**Progress Report**  
**31 December 2020**



## About this Report

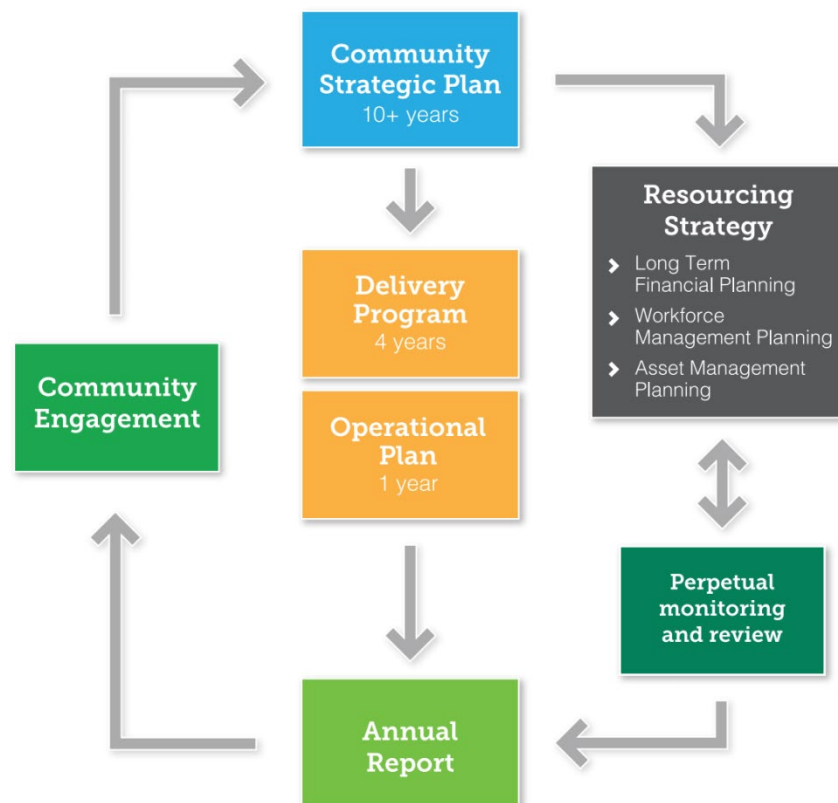
All councils in NSW are required to undertake their strategic planning and reporting activities in accordance with the Integrated Planning and Reporting (IP&R) framework set out in the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005*.

The IP&R framework allows councils to draw together their various strategies and plans to understand how they interact and achieve maximum leverage from their efforts by planning holistically for the future.

Liverpool Plains Shire Council adopted its current suite of IP&R documents in 2017. The Community Strategic Plan informs the Delivery Program, which identifies the principal activities that we will undertake over the 2017-2021 period to deliver on the aspirations of the Liverpool Plains community.

All of Council's plans, projects, activities and funding allocations must be directly linked to the Delivery Program. Supporting the Delivery Program is our annual Operational Plan, which details the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

Under section 404 of the Act, councils must prepare progress reports with respect to the principal activities detailed in their Delivery Program at least once every six months. Liverpool Plains Shire Council prepares progress every quarter and this report covers the period from 01 July 2020 to 31 December 2020 inclusive.








<b>1</b>	<b>Community</b> A great rural lifestyle with access to quality services	<ul style="list-style-type: none"><li>1.1 We value beautiful landscapes, dynamic towns and villages and safe communities.</li><li>1.2 Our health and education services meet our needs and are available in our local community where possible.</li><li>1.3 We celebrate local events and festivals as a cohesive community.</li><li>1.4 Our transport and telecommunications options support our business and lifestyle.</li></ul>
<b>2</b>	<b>Governance</b> Strong community, Council and business leadership	<ul style="list-style-type: none"><li>2.1 We have a strong, sustainable, supported volunteer base.</li><li>2.2 Our Council, community and business leaders work together effectively.</li><li>2.3 Liverpool Plains Shire Council represents the community it serves.</li><li>2.4 We encourage our youth to become involved in the community as the leaders of tomorrow.</li><li>2.5 Our local government is efficient, sustainable and fit for the future.</li></ul>
<b>3</b>	<b>Environment</b> A sustainable environment	<ul style="list-style-type: none"><li>3.1 Our infrastructure is well planned and maintained and will meet our needs now and in the future.</li><li>3.2 We have access to affordable clean water supplies.</li><li>3.3 We actively manage the impact on our natural environment.</li><li>3.4 Our local farming is sustainable.</li><li>3.5 We actively foster and utilise renewable energy.</li></ul>
<b>4</b>	<b>Economy</b> A thriving economy	<ul style="list-style-type: none"><li>4.1 Our economy is growing and we offer a diverse range of job opportunities.</li><li>4.2 We foster new business development for our future prosperity.</li><li>4.3 Town planning reflects the diversity of our towns and villages.</li><li>4.4 We embrace tourism</li></ul>

## Measuring our Progress

Council’s Community Strategic Plan identifies four key strategic outcomes, each of which is supported by various targets. Our combined Delivery Program 2017-2021 and Operational Plan 2020-2021 detail the activities and actions that will be undertaken to meet these targets.

In 2020-2021, Council has committed to delivering 101 actions focused on achieving our community’s vision across these four key strategic outcome areas. Those actions are detailed in our combined Delivery Program and Operational Plan. In this report, our progress in achieving those actions is illustrated by the following coloured symbols:

Symbol	Descriptor
	Complete
	Commenced – On Target
	Commenced – Behind Plan
	Not Commenced
	Urgent Action Required






## Responsibility Matrix

Each of the 101 actions contained in our combined Delivery Program and Operational Plan is assigned to a member of the Executive Team, who is responsible for achieving the action and providing a regular progress report to the Council and community through this document. The legend used throughout this report is set out below






Acronym	Executive Position	Incumbent
<b>GM</b>	General Manager	Jo Sangster
<b>DEEDS</b>	Director Environmental and Economic Development Services	Donna Ausling
<b>DENG</b>	Director Engineering Services	Nathan Skelly
<b>EMCS</b>	Executive Manager Corporate Services	Cian Middleton
<b>EMFIN</b>	Executive Manager Finance	Raju Koirala
<b>EMPC</b>	Executive Manager People and Culture	<i>Vacant</i>

## Our Performance







Of the 101 actions, a combined total of 77.3 per cent are complete or on track to being complete. A further 13.8 per cent were not yet commenced during the reporting period and are scheduled to commence later in the 2020-2021 year. A combined total of 8.9 per cent are behind plan or require urgent action and are being closely managed.

Community Strategic Plan Outcome		Our Year-to-Date Progress									
		 Complete		 Commenced – On Target		 Commenced – Behind Plan		 Not Commenced		 Urgent Action Required	
		Number	%	Number	%	Number	%	Number	%	Number	%
<b>1</b>	<b>Community</b>	2	7.7	17	65.4	0	0.0	7	26.9	0	0.0
<b>2</b>	<b>Governance</b>	7	16.6	26	62.0	5	11.9	4	9.5	0	0.0
<b>3</b>	<b>Environment</b>	3	12.4	18	75.0	2	8.4	1	4.2	0	0.0
<b>4</b>	<b>Economy</b>	0	0.0	5	55.6	2	22.2	2	22.2	0	0.0
<b>Total</b>		<b>12</b>	<b>12.0</b>	<b>66</b>	<b>65.3</b>	<b>9</b>	<b>8.9</b>	<b>14</b>	<b>13.8</b>	<b>0</b>	<b>0.0%</b>

## Outcome 1: A great rural lifestyle with access to quality services






1.1 We value beautiful landscapes, dynamic towns and villages and safe communities				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
1.1.1 Develop and implement methodologies to ensure preservation and conservation of community heritage (Indigenous, Cultural and Structural).	1.1.1.1 Administer the Heritage Assistance Fund.	Fund/ administered	DEEDS	
	1.1.1.2 Investigate the feasibility of an Aboriginal Archaeological Study.	Feasibility study/ investigated	DEEDS	
	1.1.1.3 Seek funding to implement recommendations from Quirindi Heritage Main Street Study.	Grant application/ submitted	DEEDS	
	1.1.1.4 Develop Plans of Management for Council-managed Crown Land.	Plans of Management/ adopted	EMCS	
1.1.2 Lobby relevant authorities and organisations to support partnerships (e.g. Safe Communities) and facilitate safety initiatives.	1.1.2.1 Convene the Local Emergency Management Committee.	LEMC meetings/ convened  LEMC joint exercise/ conducted	DEEDS	




1.1 We value beautiful landscapes, dynamic towns and villages and safe communities				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
1.1.3 Increase personal engagement with community through promotion of two-way information and feedback hubs to maintain support in decision-making activities.	1.1.3.1 Promote Council decisions, services, projects and events.	Engagement with Council social media/ increasing Media releases produced/ 48	DEEDS	







1.2 Our health and education services meet our needs and are available in our local community where possible				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
1.2.1 Support and endorse opportunities for quality of life services (education, health and recreation) working in partnership with key stakeholders such as Department of Health, Department of Education and private investors.	1.2.1.1 Operate the Eastside Child Care Centre and provide accredited child care services to the Liverpool Plains community.	Accreditation/ maintained  Quality Improvement Plan/ reviewed	DEEDS	
	1.2.1.2 Provide accredited Commonwealth Home Support Program (CHSP) Services to the Liverpool Plains community.	Accreditation/ maintained  Service levels/ met	DEEDS	
	1.2.1.3 Provide accredited Centrelink services at Werris Creek Library.	Service levels/ met	DEEDS	
	1.2.1.4 Provide accredited Service NSW services.	Service levels/ met	DEEDS	
	1.2.1.5 Operate libraries via the Central Northern Regional Library network.	Service levels/ met	DEEDS	
	1.2.1.6 Deliver the Quirindi Library Precinct Renewal Project.	Stages 2, 3 and 4/ completed	DENG	



1.2 Our health and education services meet our needs and are available in our local community where possible				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
1.2.2 Advocate for a mix of affordable housing and identify investment opportunities in partnership with community (e.g. Aged Care).	<i>No actions programmed for delivery in 2020/21.</i>			
1.2.3 Lobby for improved educational services.	<i>No actions programmed for delivery in 2020/21.</i>			






1.3 We celebrate local events and festivals as a cohesive community.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
1.3.1 Identify, seek and obtain grant funding for various community social needs.	1.3.1.1 Seek grant funding to deliver Seniors Festival celebrations in the Liverpool Plains Shire.	Grant application/ submitted	DEEDS	
	1.3.1.2 Seek grant funding to deliver Youth Week celebrations in the Liverpool Plains Shire.	Grant application/ submitted	DEEDS	
	1.3.1.3 Distribute information via email on funding opportunities and grant programs to community groups.	Emails distributed/ 36	DEEDS	
1.3.2 Develop a funding program with selection criteria and parameters.	1.3.2.1 Administer the Community Funding Program (Events and Infrastructure).	Program/ administered	DEEDS	
	1.3.2.2 Review Council's Section 356 Financial Assistance Framework.	Framework/ reviewed	EMCS	




1.3 We celebrate local events and festivals as a cohesive community.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
1.3.3 Deliver and support events and festivals that promote engaged citizenship and foster civic pride.	1.3.3.1 Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs.	Citizenship Ceremonies/ held	GM	
	1.3.3.2 Deliver 2021 Australia Day celebrations and coordinate annual Liverpool Plains Australia Day Awards.	Event/ held  Awards/ conferred	GM	
	1.3.3.3 Support the delivery of 2021 Anzac Day commemoration services at Premer, Quirindi, Werris Creek and Willow Tree.	Commemoration services/ held	DEEDS	



1.4 Our transport and telecommunications options support our businesses and lifestyle.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
1.4.1 Lobby for improved services and infrastructure, such as rail and road, and develop a regional strategy for improved services.	1.4.1.1 Lobby for the continued development of the Werris Creek Industrial Precinct.	Advocacy/ undertaken	GM	
	1.4.1.2 Lobby for funding to upgrade Werris Creek Road.	Advocacy/ undertaken	GM	
	1.4.1.3 Lobby for improved internet and telecommunications services in the Liverpool Plains Shire.	Advocacy/ undertaken	GM	
1.4.2 Develop a local transport strategy that addresses needs of the community and liaise and partner with other government stakeholders to facilitate optimum, achievable transport outcomes.	1.4.2.1 Lobby City Rail for the extension of rail services from Newcastle to Tamworth, including a daily return service.	Advocacy/ undertaken	GM	
	1.4.2.2 Deliver the Mystery Road Upgrade.	Upgrade/ completed	DENG	
	1.4.2.3 Upgrade damaged timber bridge on Glenyalla Road with new concrete bridge.	Upgrade/ complete	DENG	

<b>Commentary on Actions Behind and Requiring Urgent Action</b>		
<b>Delivery Program 2017-2021 Activity</b>	<b>Operational Plan 2020-2021 Action</b>	<b>Explanatory text</b>
<i>No actions behind or requiring urgent action.</i>		




## Outcome 2: Strong community, Council and business leadership




2.1 We have a strong, sustainable, supported volunteer base.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
2.1.1 Obtain funding for specific community projects and review current community funding arrangements.	2.1.1.1 Maintain a register of grant-ready projects.	Project Register reviewed/ quarterly	GM	
2.1.2 Council will support our community groups such as Community Advisory Groups.	2.1.2.1 Facilitate the Liverpool Plains Community Advisory Group.	Meetings/ 4	DEEDS	
	2.1.2.2 Facilitate the Liverpool Plains Shire Business Advisory Group.	Meetings/ 4	DEEDS	
	2.1.2.3 Facilitate the Liverpool Plains Shire Cultural and Events Advisory Group.	Meetings/ 4	DEEDS	
2.1.3 Continue recognition events for volunteers and volunteer committees.	2.1.3.1 Deliver Volunteer Open Day event as part of 2021 Volunteers Week celebrations.	Event/ delivered	DEEDS	


2.1 We have a strong, sustainable, supported volunteer base.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
2.1.4 Demonstrate support of the State Emergency Service (SES), Volunteer Rescue Association (VRA) and Rural Fire Service (RFS) volunteers.	2.1.4.1 Support Fire Rescue NSW, Rural Fire Service, State Emergency Service and Volunteer Rescue Association through the Emergency Services Levy.	Levy/ paid	EMFIN	
	2.1.4.2 Promote State Emergency Service, Volunteer Rescue Association and Rural Fire Service volunteering activities.	Volunteer Week Promotions/ undertaken	DEEDS	
	2.1.4.3 Support the Rural Fire Service in line with Service Level Agreements.	Administrative support to RFS/ provided	DEEDS	


2.2 Our Council, community and business leaders work together.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
2.2.1 Facilitate the formation of a Business Improvement Association for the revitalisation of the Shire.	2.2.1.1 Partner with the Liverpool Plains Business Chamber Inc. to advocate business development opportunities.	Meetings with Business Chamber/ 6	DEEDS	
2.2.2 Complete, implement and deliver local strategies and plans.	2.2.2.1 Review the Growth Management Strategy.	Growth Management Strategy funding application/ submitted	DEEDS	












2.3 Liverpool Plains Shire Council represents the community it serves.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
2.3.1 Investigate opportunities to streamline approval processes.	2.3.1.1 Determine applications for development activities within statutory timeframes.	Development Applications and Complying Development Applications determined within statutory timeframes/ >80%  Construction Certificates determined within 30 days from approval of Development Application/ >80%	DEEDS	
	2.3.1.2 Provide Planning Certificates, drainage diagrams and sewer location diagrams on application.	Certificates and diagrams issued within 5 days of receipt/ >90%	DEEDS	
2.3.2 Promote open and shared communication throughout the entire organisation and	2.3.2.1 Develop an accessible, contemporary intranet which supports improved communication and work practices within the organisation.	Intranet replacement project/ commenced	EMCS	






2.3 Liverpool Plains Shire Council represents the community it serves.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
improve staff knowledge, practices and processes whilst investigating opportunities for traineeships.	2.3.2.2 Provide effective and efficient customer service across the organisation.	Service levels/ met	DEEDS	
2.3.3 Provide a State of the Shire report to measure Liverpool Plains Shire Council's progress, including financial management, towards the goals of the Shire every 12 months.	2.3.3.1 Incorporate detail on Council's financial management into the Annual Report.	Financial management detail/ reported	EMCS	
2.3.4 Ensure organisational review is in line with providing efficient services and staff to meet the needs of the community, while investigating opportunities to streamline Council processes.	2.3.4.1 Review organisational structure.	Organisational structure review/ completed	GM	





2.3 Liverpool Plains Shire Council represents the community it serves.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
2.3.5 Engage with the community effectively and target communication, ensuring a transparent approach.	2.3.5.1 Develop an accessible, contemporary corporate website which provides a positive customer experience.	Website/ implemented	EMCS	
2.3.6 Review current Community Engagement Policy to ensure it is understood and adhered to.	<i>No actions programmed for delivery in 2020/21.</i>			

2.4 We encourage our youth to become involved in the community as the leaders of tomorrow.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
2.4.1 Establish an engagement platform such as a Youth Council to involve our youth.	2.4.1.1 Establish and maintain a productive Youth Advisory Council that can operate without Council management.	Youth Advisory Council/ established	DEEDS	







2.5 Our local government is efficient, sustainable and fit for the future.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
2.5.1 Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting framework.	2.5.1.1 Develop and monitor the annual Operational Plan and Budget.	Plan adopted/ 30 June  Progress reported/ quarterly	EMCS	
	2.5.1.2 Coordinate and produce the Annual Report.	Report adopted and provided to the Office of Local Government/ 31 December	EMCS	
2.5.2 Operate in a financially responsible manner and improve long-term financial sustainability.	2.5.2.1 Review and revise the Long-Term Financial Plan.	LTFP reviewed and adopted/ 30 June	EMFIN	
	2.5.2.2 Complete and report quarterly Budget review statements.	Budget review reported/ quarterly	EMFIN	
	2.5.2.3 Ensure adequate and effective internal controls are in place for all financial management and purchasing functions.	Audit actions for internal controls/ implemented	EMFIN	

2.5 Our local government is efficient, sustainable and fit for the future.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
	2.5.2.4 Develop and seek community feedback on a Special Rate Variation (SRV) proposal, prior to making application for a SRV to the Independent Pricing and Regulatory Tribunal (IPART).	SRV proposal/ developed  Community consultation conducted	GM	
2.5.3 Deliver good governance and maintain a transparent decision-making framework.	2.5.3.1 Maintain Public Interest Disclosure, Conflict of Interest, Related Party Disclosures and Code of Conduct Complaints Registers in accordance with legislative requirements.	Registers/ maintained	EMCS	
	2.5.3.2 Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy and procedures.	Reporting/ compliant	EMCS	
	2.5.3.3 Review and update the Agency Information Guide in accordance with legislative requirements.	Guide/ reviewed	EMCS	

2.5 Our local government is efficient, sustainable and fit for the future.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
	2.5.3.4 Coordinate the publication of identified open access information to Council's website.	Identified open access information published/	EMCS	
	2.5.3.5 Publish the formal Access to Information disclosure log to the new website.	Information disclosure log updated and published/ every 45 days	EMCS	
	2.5.3.6 Maintain the register of government contracts and publish to Council's website.	Register of government contracts published to the website/ every 20 days	EMCS	
2.5.4 Develop a strong and effective risk management framework.	2.5.4.1 Facilitate regular meetings of the Audit, Risk and Improvement Committee.	Committee meetings held/ 4	EMCS	
	2.5.4.2 Review the Audit, Risk and Improvement Committee Charter and Internal Audit Charter to ensure best practice.	Committee Charter/ reviewed Internal Audit Charter/ reviewed	EMCS	






2.5 Our local government is efficient, sustainable and fit for the future.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
	2.5.4.3 Complete the Internal Audit Program.	Audit program/ completed	EMCS	
	2.5.4.4 Implement recommendations of Records Management Internal Audit.	Electronic records migration project/ commenced  Records storage solution/ sourced	EMCS	
2.5.5 Develop a strong organisational culture and provide a contemporary, professional and safe work environment to attract, develop and retain a high-performing workforce.	2.5.5.1 Implement the Business and Customer Systems Remediation Project.	Project milestones/ met	EMCS	
	2.5.5.2 Review and implement Human Resources systems.	Job evaluation system/ implemented  Performance appraisal system/ implemented  Salary system/ implemented	EMPC	











2.5 Our local government is efficient, sustainable and fit for the future.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
	2.5.5.3 Assess staff engagement and identify opportunities to improve organisational culture.	Staff Satisfaction Survey/ administered	EMPC	
	2.5.5.4 Review corporate values for currency and resonance and embed within Council's governance framework.	Corporate values/ reviewed	EMCS	
	2.5.5.5 Develop capacity in the organisation's leadership team to manage people, performance and productivity.	Leadership Development Program/ developed	EMPC	
	2.5.5.6 Coordinate and fund annual staff training programmes.	Staff training programmes/ delivered	EMPC	
	2.5.5.7 Facilitate regular meetings of the Staff Consultative Committee.	Meetings held/ 4	EMPC	
	2.5.5.8 Facilitate regular meetings of the Work Health and Safety Committee.	Meetings held/ 4	EMPC	






<b>Commentary on Actions Behind and Requiring Urgent Action</b>		
<b>Delivery Program 2017-2021 Activity</b>	<b>Operational Plan 2020-2021 Action</b>	<b>Explanatory text</b>
2.5.5 Develop a strong organisational culture and provide a contemporary, professional and safe work environment to attract, develop and retain a high-performing workforce.	2.5.5.2 Review and implement Human Resources systems.	Due to vacancy in Executive Manager People and Culture position, implementation of job evaluation, performance appraisal and salary systems is behind plan.
	2.5.5.3 Assess staff engagement and identify opportunities to improve organisational culture.	Due to vacancy in Executive Manager People and Culture position, design and delivery of staff survey is behind plan.
	2.5.5.5 Develop capacity in the organisation's leadership team to manage people, performance and productivity.	Due to vacancy in Executive Manager People and Culture position, development of the Leadership Development Program is behind plan.
	2.5.5.8 Facilitate regular meetings of the Work Health and Safety Committee.	Priority has been given to re-establishing the Consultative Committee. With the Consultative Committee now operational, work has commenced on re-establishing the WHS Committee. First meeting of the WHS Committee, once re-established, will be held in Q3.




## Outcome 3: A sustainable environment



3.1 Our infrastructure is well planned and maintained and will meet our needs now and into the future.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
3.1.1 Develop long-term strategies to plan and maintain current and future infrastructure and finances required.	3.1.1.1 Prepare and submit grant application to deliver outcomes identified in the Liverpool Plains Recreation Strategy.	Grant application/ submitted	DEEDS	
	3.1.1.2 Prepare condition assessments for the Quirindi and Werris Creek swimming pools.	Condition assessments/ completed	DEEDS	
	3.1.1.3 Refurbish and upgrade public amenities at Bell Park and the Willow Tree Recreation Centre.	Amenities refurbishments/ completed	DEEDS	
	3.1.1.4 Install a new canteen and amenities facility at David Taylor Oval.	Canteen and amenities facility/ installed	DEEDS	
	3.1.1.5 Resurface the Warrah Creek Community Hall tennis courts.	Tennis courts/ resurfaced	DEEDS	

3.1 Our infrastructure is well planned and maintained and will meet our needs now and into the future.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
	3.1.1.6 Refurbish the Quirindi Showground bore.	Bore/ refurbished	DENG	
3.1.2 Develop Asset Management Plans in line with community priorities.	3.1.2.1 Develop Asset Management Plans.	Asset Management Plans/ developed	DENG	
3.1.3 Increase awareness of infrastructure responsibilities and costings.	3.1.3.1 Publish costings for Quipolly Water Project delivery.	Quipolly Water Project costings/ published	DENG	
3.1.4 Collectively identify opportunities to source external expertise from other Government organisations and external businesses.	<i>No actions programmed for delivery in 2020/21.</i>			
3.1.5 Increase awareness of costs involved in managing community assets due to poor environmental practices (e.g. vandalism, illegal dumping, poor land management).	3.1.5.1 Publish costings for Waste Management Strategy implementation.	Waste Management Strategy costings/ published	DENG	


3.2 We have access to affordable, clean water supplies.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
3.2.1 Ensure infrastructure is developed to provide quality water supplies that meet environmental regulations.	3.2.1.1 Deliver Council’s Water and Sewer Capital Works Program.	Capital Works Program/ delivered	DENG	
	3.2.1.2 Deliver the Quipolly Water Project.	Project milestones/ met	DENG	
3.2.2 Endorse best practice regulated operation of water and sewerage systems.	3.2.2.1 Maintain best practice regulated operation of water and sewerage systems.	EPA compliance requirements/ met	DENG	
	3.2.2.2 Continue to implement Drinking Water Management System (DWMS).	DWMS/ implemented	DENG	

3.3 We actively manage the impact on our natural environment.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
3.3.1 Identify and benchmark waste management systems to ensure best practice and consistent fees.	3.3.1.1 Implement the Waste Management Strategy.	Project milestones/ met	DENG	
	3.3.1.2 Install Waste Transfer Stations at all rural sites.	Waste transfer stations/ installed	DENG	
3.3.2 Develop partnerships and manage waste effectively	3.3.2.1 Provide drumMUSTER collection services at the Quirindi landfill.	drumMUSTER services/ provided	DENG	
3.3.3 Investigate and review recycling options for our community.	<i>No actions programmed for delivery in 2020/21.</i>			
3.3.4 Continue our relationship with Northern Inland Regional Waste.	3.3.4.1 Participate in Northern Inland Regional Waste.	NIRW meetings/ attended	DEEDS	
3.3.5 Develop enforcement campaigns to ensure our natural environment is well managed.	3.3.5.1 Participate in EPA-led illegal dumping and asbestos awareness campaigns.	Campaigns/ delivered	DEEDS	

3.3 We actively manage the impact on our natural environment.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
3.3.6 Advocate for air quality monitoring.	3.3.6.1 Participate in the Namoi Regional Air Quality Advisory Committee.	Committee membership/ maintained	DEEDS	
3.3.7 Increase education on water conservation and practices.	3.3.7.1 Participate in Namoi Smart approved Watermark Alliance.	Alliance membership/ maintained	DENG	
3.3.8 Increase awareness of the environmental impact of poor waste management.	3.3.8.1 Undertake a waste management education program.	Education program/ delivered	DENG	


3.4 Our local farming is sustainable.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
3.4.1 Identify and recognise a balance between mining and farming.	3.4.1.1 Advocate to State Government to continue recognising a balance between the mining and agriculture sectors.	Advocacy/ undertaken	GM	
3.4.2 Encourage farmers to investigate value-adding opportunities for their business.	3.4.2.1 Promote and facilitate agritourism and agribusiness activities.	NSW Small Business Commissioner agritourism program/ promoted	DEEDS	
3.4.3 Advocate education and awareness in relation to land use practices.	<i>No actions programmed for delivery in 2020/21.</i>			









3.5 We actively foster and utilise renewable energy.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
3.5.1 Advocate for the adoption of sustainable energy within the Shire.	3.5.1.1 Deliver LED Streetlight Upgrade.	Upgrade/ completed	DENG	



<b>Commentary on Actions Behind and Requiring Urgent Action</b>		
<b>Delivery Program 2017-2021 Activity</b>	<b>Operational Plan 2020-2021 Action</b>	<b>Explanatory text</b>
3.2.1 Ensure infrastructure is developed to provide quality water supplies that meet environmental regulations.	3.2.1.2 Deliver the Quipolly Water Project.	Delivery of the Quipolly Water Project is behind plan due to the complexity of assessing the tenders received.

## Outcome 4: A thriving economy

4.1 Our economy is growing and we offer a diverse range of job opportunities.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
4.1.1 Advocate for employment opportunities within the Shire.	<i>No actions programmed for delivery in 2020/21.</i>			
4.1.2 Review and identify disposable assets and implement management plan.	4.1.2.1 Undertake review of Council's property portfolio and identify potential disposal opportunities.	Review/ completed	EMCS	

4.2 We foster new business development for our future prosperity.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
4.2.1 Review Council's commercial activities and identify under-performing commercial practices.	4.2.1.1 Review Revenue Policy pricing principles and methodology.	Pricing principles and methodology/ reviewed	EMFIN	
4.2.2 Encourage business and community members to work together to drive business development as a whole Shire.	4.2.2.1 Utilise membership of Namoi Unlimited to advocate a whole-of-region approach to economic and business development.	Namoi Unlimited membership/ maintained	GM	
4.2.3 Identify opportunities and lobby to reduce red tape to make investments viable in our Shire.	<i>No actions programmed for delivery in 2020/21.</i>			
4.2.4 Review existing business, infrastructure and industries to identify opportunities to value-add.	4.2.4.1 Deliver the Werris Creek Industrial Precinct Upgrade.	Stage 1/ completed	DENG	
4.2.5 Develop a marketing strategy to encourage professionals and lifestyle.	4.2.5.1 Promote the Liverpool Plains as a premier family-friendly, affordable and safe community.	Marketing strategy/ developed	GM	

4.3 Town planning reflects the diversity of our towns and villages.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
4.3.1 Review Local Environment Plan (LEP) and Development Control Plan (DCP).	4.3.1.1 Complete Planning Proposals received via LEP review.	Planning Proposals/ completed	DEEDS	
	4.3.1.2 Undertake review of DCP.	DCP/ adopted	DEEDS	
4.3.2 Identify opportunities for partnership in housing and investment.	<i>No actions programmed for delivery in 2020/21.</i>			

4.4 We embrace tourism.				
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Measure/Target	Responsible Executive	Status
4.4.1 Actively promote cultural, community and recreational facilities.	4.4.1.1 Commission a public art installation.	Public Art installation/ completed	DEEDS	
4.4.2 Further develop the Destination Management Plan and review current community funding with the view to focus on major annual events.	4.4.2.1 Review Destination Management Plan.	DMP review/ commenced	DEEDS	

Commentary on Actions Behind and Requiring Urgent Action		
Delivery Program 2017-2021 Activity	Operational Plan 2020-2021 Action	Explanatory text
4.2.4 Review existing business, infrastructure and industries to identify opportunities to value-add.	4.2.4.1 Deliver the Werris Creek Industrial Precinct Upgrade.	Request for Quotation for design was scheduled to be issued prior to December 2020, however, this has been delayed and will instead be issued in February 2021.
4.4.1 Actively promote cultural, community and recreational facilities.	4.4.1.1 Commission a public art installation.	Public Art installation has been halted by the unsuccessful implementation of the Public Art Advisory Group Committee and its Charter presented to the August Ordinary Meeting.  Also, request for Engineering Services to provide a report to Council to distinguish the viability of a water feature installation in the Quirindi Library Square and Old Bogas site spaces.