



Temora Tomorrow

1: Enhancing Our Quality of Life

Our strategic objectives for enhancing our quality of life are to have:

- ☐ a community with appropriate services and care for our ageing population and people with disability
- ☐ a community with opportunities to be healthy
- ☐ a community with services and facilities for our children and young people
- ☐ a community that offers opportunities for sport and recreation
- ☐ a community that enjoys arts and cultural activities and events
- ☐ a community that is safe and inclusive, and looks after people who are experiencing disadvantage.

Measure	Responsible Officer	Target
Alcohol related hospitalisations (per 100,000). NSW Rate 479.9 in 2016/17 according to NSW Health Statistics	Melissa Boxall	Less than NSW State average
Community rating for feeling there is a good community spirit	Melissa Boxall	2016 = N/A 2021 = 4.33 Target: > 4.40
Community satisfaction rating for cultural activities from TSC Community Survey	Craig Sinclair	2016 = 3.68 2021 = 3.74 Target: >3.75
Community satisfaction rating for sports facilities from TSC Community Survey	Rob Fisher	2016 = 3.94 2021 = 3.99 Target: . 4.00

Measure	Responsible Officer	Target
Community satisfaction rating for Youth activities from TSC Community Survey	Sheree Elwin	2016 = 3.27 2021 = 3.91 Target: > 4.00
Community satisfaction rating of HACC service provision - TSC Community Survey	Sheree Axtell	2016 = 3.99 2021 = 4.05 Target > 4.10

1.1: A community with appropriate services and care for our ageing population and people with a disability

1.1.1: Provide home and community care for our older residents

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Maintain Pinnacle Services as a premium provider of aged and disability services	PCS - Manager	Pinnacle Community Services maintains current accreditation and registration for both Aged Care and Disability safety and quality standards. Pinnacle Community Services has systems in place to internally monitor and conduct self-audits across all areas of compliance. Pinnacle Community Services underwent our Mid-Term National Disability Insurance Scheme (NDIS) audit in November 2022 with a full audit not due until June 2024. Awaiting notification for Aged Care accreditation audit.	Pinnacle Community Services		Completed for Current Year
02	Supply Home Support Services to the communities of Temora, and other communities	PCS - Manager	Pinnacle Community Services has continued to provide supports to senior residents through the Commonwealth Home Support Program (CHSP) and Home Care Packages in Temora, Cootamundra and Leeton local government areas. The combined total client numbers across the 3 outlets is 608, with 455 funded under the Commonwealth Home Support Program and 153 clients have a Home Care	Pinnacle Community Services		Completed for Current Year

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	for senior residents		Package. New funding agreements from the Department of Health for 2023 - 2024 financial year have been received and executed. Accreditation is maintained against the Aged Care Quality Standards. No audit notification has been received to date.			
03	Assist the provision of Aged Care facilities within Temora Shire	Director of Administration and Finance	Pinnacle Community Services is a registered Home Care and NDIS Provider and also provides Community Transport and Commonwealth Home Support Programs.	Pinnacle Community Services, Whiddon Homes, Dr Parry Homes, Arianah Park Community Housing, Southern Cross Homes		Completed for Current Year
04	Ensure community awareness of transport options available	PCS - Manager	Ongoing regular promotion of Community Transport has continued all year. Following the resignation of the Transport Co-ordinator in January 2023 we appointed a new Transport Co-ordinator who commenced in April 2023. The new Transport Co-ordinator has promoted the weekly Wednesday Wagga Bus service successfully to enable sufficient numbers to recommence this on a regular basis. Survey's have been conducted around our town bus services with results still being collated. Partnerships with Temora Taxis and Cootamundra Cabs we are able to support clients to access transport outside of Pinnacle Community Services operational hours or at service capacity. This has enabled great flexibility and choice for our clients to meet their transport needs.	Pinnacle Community Services		Completed for Current Year
05	Ensure that the views of disabled people are represented to Council	PCS - Manager	Through the Access & Equity Committee people with disability are represented and have an opportunity to be involved in decisions relating to building projects (new or modifications) and other access related agenda throughout Temora Shire. Clients of Pinnacle Community Services have an	Pinnacle Community Services, Access and Equity Committee		Completed for Current Year

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			opportunity to provide feedback through the Compliments and Complaints procedures in place. Regular client surveys are conducted around direct service provision for people with disability.			
06	Ensure equality of access for disabled people	PCS - Manager	People with disability have choice of supports and services through registered and non-registered NDIS providers. Additionally the Access & Equity Committee is involved in decisions relating to building projects (new or modifications) and upgrades to Council assets to ensure that they meet current building standards for equitable access. Funding is available through the Access & Equity Committee to local businesses to assist in improving physical access to their premises like ramps for example.	Access and Equity Committee		Completed for Current Year
07	Provision of the National Disability Insurance Scheme In Temora Shire	PCS - Manager	Mid-term audit against the National Disability Insurance Scheme (NDIS) practice standards was completed in November 2022 to maintain registration. All areas of compliance were met with exception of one minor non-conformance against Risk Management - workers to attend refresher training in PPE and infection prevention and control. Refresher training in Infection Control was completed by all staff by 31st December 2022. No further action is required for this minor non-conformance. Full audit is due in June 2024.	Pinnacle Community Services		Completed for Current Year
08	Show commitment to Disability Services in Temora Shire	PCS - Manager	Pinnacle Community Services provides direct and indirect disability supports through the National Disability Insurance Scheme (NDIS), operating a Supported independent living home (24/7 care - Temora only), day programs (Temora only) and in-home supports. As at 02.06.2023 Temora had 69 NDIS clients and Cootamundra had 20 NDIS clients, with a combined total of 89 NDIS clients. Temora's client numbers have increased by two while Cootamundra's client number have	Pinnacle Community Services		Completed for Current Year

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			decreased by 7 since the last reporting period. The decrease in client numbers is a combination of clients moving out of area, clients passing away or changing service providers. COVID has impacted services on and off with non-essential supports being limited to ensure all essential supports could be delivered to clients when large numbers of staff unable to work due to having COVID or being a household contact of a family member with COVID.			
09	Ensure information flow to residents regarding services for Aged and disabled services	Communications Officer	Delivery Plan actions: - Ensure community awareness of transport options available - Show commitment to disability services in Temora Shire - Maintain a Temora Shire Disability Action Plan - Conduct a positive ageing expo/information session - Support of accommodation for aged and disabled people - Provision of clear health service information linkages - Proactively support and promote community mental health facilities and programs - Include images of people that represent the diversity of our community, including those with disabilities, in Council publications - Promote availability of services for people who are fleeing violence, or who experience homelessness, substance abuse or mental illness - Promote Temora Shire as a retirement destination. Communication strategies include: - Narraburra News & social media - Direct Me booklet - Participation in Country Change highlighting services - Engagement with and promotion of Temora Community Centre programs	Pinnacle Community Services		Completed for Current Year

1.1.2: Provide a range of housing (independent living and care facilities) and other support options for older people and people with a disability in Temora and Ariah Park

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support the development of private and community aged care facilities, "The Peppers" and Dr Parry Homes	General Manager	Council is a supporter of "The Peppers" and Dr Parry Homes in a variety of ways. In the case of Dr Parry Homes, Council has recently sold land to develop additional aged housing. "The Peppers" is a jointly Council owned facility and is supported on a number of levels by Council. Most recent assistance is with advocacy to Housing NSW.	Dr Parry Homes, Ariah Park Community Housing, Whiddon Homes, Southern Cross Homes		Completed for Current Year
02	Support of accommodation for aged and disabled people	Director of Administration and Finance	Pinnacle Community Services operates a Supported Independent Living House in Temora. Short-term respite facilities are also available for NDIS (National Disability Insurance Scheme) clients. A rate rebate is available to Ariah Park Community Housing. Council continues to advocate for additional funding for Whiddon Homes in their efforts to redevelop Greenstone Lodge. Pinnacle Community Services is a provider of Home Care Packages, NDIS, Community Transport and Commonwealth Home Support Programs.	Dr Parry Homes, Ariah Park Community Housing, Whiddon Homes, Pinnacle Community Services, Southern Cross Homes		Completed for Current Year

1.1.3: Provide services which enhance employment and education outcomes for people with disability

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Improve Council employment conditions and opportunities	Payroll/Human Resources Officer	By recognising the needs of people with disabilities through investigations by the Access and Equity Committee Council has been able to offer workplaces with better accessibility.	Pinnacle Community Services		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	for people with disabilities					

1.2: A community with opportunities to be healthy

1.2.1: Continue to provide a range of health services within Temora Shire, and retain telehealth service provision to residents

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support the maintenance of services at Temora Hospital	General Manager	Council has successfully advocated for the development of a new hospital for Temora. The clinical services plan has been completed and preliminary designs are underway.	MLHD		Completed for Current Year
02	Ensure Ariaiah Park is provided with accessible health services	General Manager	Council continues to advocate for health services in Ariaiah Park. The retention of visiting GP services and the Pharmacy is a high priority. Similarly, the need for pathology services has been identified and advocacy is a key operational strategy. The demography of Ariaiah Park and the lack of transport services is a key driver in the pursuit of adequate health services to the community.	MLHD, MPH, Temora Medical Complex		Completed for Current Year
03	Participate in multidisciplinary meetings relating to health and associated issue	Economic & Community Development Officer	The Economic & Community Development Officer has attended three Interagency meetings from July - December 2022, held at the Temora Community Centre. Attendance at Interagency meetings provides the opportunity for service providers to bring awareness to Council about community needs and services available to community members.	Temora Community Centre		Completed for Current Year
04	Provision of clear health service	Economic & Community Development Officer	Council have been active in the consultation process of the Temora & District Hospital upgrade. The Economic & Community Development Officer			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	information linkages		attends Temora's Interagency Meetings regularly. The Communications Officer promotes information on community health facilities and services. Councils Direct Me directory offers access to a range of activities and services. The directory includes information community health mental health facilities and services. Council provided information and supported access to a free vaccine to protect against Japanese Encephalitis virus for Temora Shire residents. Council provided information and supported access to COVID19 vaccinations.			
05	Support the attraction of health workers to Temora Shire	General Manager	Council provide a range of facilities at Temora Medical Precinct to assist in the attraction of health professional to the community. Advocacy for the provision of allied health services are ongoing.	Temora Medical practices, MLHD		Completed for Current Year

1.2.2: Provide alcohol & other drug education to promote responsible behaviour

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Commit to actions that promotes responsible behaviour relating to drug and alcohol	General Manager	Council is supportive of actions of Murrumbidgee Local Health District and Murrumbidgee Primary Health Network. Messaging in the area of alcohol and drug mitigation are included in Youth related activities and road safety. The ongoing Alcohol-Free Zone is intended to support Police in the minimisation of adverse actions from these drugs.	MLHD, MPH N		Completed for Current Year

1.2.3: Provide opportunities for our residents to maintain good mental health

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Proactively support and promote community mental health facilities	Economic & Community Development Officer	Councils Direct Me directory offers access to a range of activities and services. The directory includes information about community health mental health facilities and services. Council have been active in the consultation process of the Temora & District Hospital upgrade. The Communications Officer promotes access to community mental health facilities and services.	MLHD, MPH N		Completed for Current Year

1.3: A community with services and facilities for our children and young people

1.3.1: Provide quality childcare for children aged 0 to 5 years

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support the improvement to existing and new childcare services in Temora Shire	Director of Administration and Finance	Council participates in the Bland Temora Family Day Care Program. Council provides accommodation for the Temora Pre-School.			Completed for Current Year
02	Promote available childcare and early learning options in Temora Shire including preschools, long day care, family	Director of Administration and Finance	Contact details for each of the childcare and early learning options in the Shire are on Council's website. Council holds an annual Family Expo which showcases facilities and services available for children and young people.	Temora Preschool Inc., Bland Shire Council, Ariah Park Preschool		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	day care and playgroups					

1.3.2: Provide safe places and opportunities for our young people to develop a sense of identity, self-worth, confidence, belonging, and achievement through social activities

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Build additional youth teams that allow groups of young people with a common interest to connect and advance their skills	Youth Development Officer	Platform Y is a welcoming space for young people to grow and build social connections. A range of activities were offered to meet the needs and interests of young people in our community. During the school term, weekly workshops were held in Hospitality (x2), Cultural and Performing Arts and Gaming. Young leaders representing each of these teams met every two weeks to plan and evaluate the weekly programs and holiday workshops. Additions to our Youth Programs included: Monthly Teams- The Young Entrepreneurs Team (evolving from the Youth Made Market program to the build on general business knowledge); Green Team (working on gardening projects and improving the local environment) and Boyz2Men Team (meeting when mentor available, offering an informal setting for young boys at risk to engage in physical activity at Temora Showground Pavilion). All teams operate under the guidance of the Youth Development Officer, Youth Program Coordinator and local volunteer mentors.	TBEG		Completed for Current Year
02	Provision of youth programs and activities to	Youth Development Officer	Youth Development Officer (YDO) and Youth Program Coordinator (YPC) visited Ariah Park Central School (APCS) throughout the year to promote Platform Y and	Ariah Park Advisory Committee		Completed for Current Year

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	Temora Shire Council villages		youth programs. The YPC conducted holiday break workshops at Ariaiah Park Hall when able. The Careers Advisor at APCS joined the Temora Youth Careers Network, ensuring equity in access to knowledge of career opportunities and strengthening their connection to the Temora Shire community. An invitation was extended to Ariaiah Park Central School to participate in the Adulting 101 program and attend the Canberra Careers Expo, but they did not take up the offer.			
03	Provide programs that benefit the youth of Temora Shire through education, social interaction or personal development	Youth Development Officer	Programs at Platform Y provided an opportunity for young people grow and develop into thoughtful and capable young citizens, with a strong sense of connection to their community. Weekly workshops and special programs helped individuals develop a range of skills through focused tasks and collaboration, under the guidance of local mentors. Workshops allowed young people to informally engage in social interaction, building relationships and fostering personal development.	Temora Shire Schools		Completed for Current Year
04	Acknowledge the efforts of young people both publicly and electronically	Communications Officer	Delivery Plan Actions: - Promote Platform Y as an inclusive and safe space for young people - Hold a youth team afternoon tea and youth team meeting hosted and chaired by the Mayor - Support the concept of the Young Citizen of the Year Award as a way of recognising youth - Develop and showcase talent by creating a youth made market and event with the support of local mentors These have been achieved through communication strategies including: - Narraburra News articles			Completed for Current Year

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			- media releases - social media posts and promotion - promotional video production - Website news articles - Updating information on Council's website regarding youth opportunities through Council's Youth Program			
05	Develop and deliver programs that meet the needs of Youth	Youth Development Officer	Regular consultation and collaboration with local young people ensured youth programs aligned with their expectations and needs. Fortnightly meetings with the Temora Youth Team Leaders provided the young people with an opportunity to advocate for their peers and have input into future programs. An online survey was developed by the Youth Program Coordinator which gave young people an opportunity to provide feedback on existing programs and offer suggestions for what they would like to see offered at Platform Y. The survey was promoted through local school networks and Temora Youth social media platforms. Team mentors, Youth Development Officer and Youth Program Coordinator regularly engaged in informal dialogue with young people to evaluate existing programs and implement recommendations.			Completed for Current Year
06	Develop leadership skills and promote leadership roles for young people	Youth Development Officer	The Temora Youth Leadership Team conducted meetings with the Youth Program Coordinator every two weeks, providing the young people with an opportunity to build their skills in advocating for others, communication, collaboration, meeting protocols and public speaking. The Mayor hosted an afternoon team and meeting for the Youth Leadership Team, strengthening the relationship between the young people and local council. Catering at local events such as the Youth Made Market, T- Light, TBEG Christmas Fair and Embrace Festival enabled the leaders to take on more responsibility and mentor younger			Completed for Current Year

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			members in a more professional setting. Leaders also assisted the Youth Program Coordinator and Youth Development Officer with holiday workshops and preparing for special events. The TAKE THE LEAD Youth Leadership Program provided nine young people an opportunity to build their leadership skills and build stronger connections with community leaders.			
07	Explore opportunities to share resources and information for Youth between Councils (REROC)	Youth Development Officer	Youth Development Officer (YDO) and Youth Program Coordinator were in regular contact with other councils (REROC) throughout the year. YDO attended the REROC Take Charge Leadership Forum and is an active member of the Riverina Murray Youth and Community Services Network.	REROC		Completed for Current Year
08	Promote Platform Y as an inclusive and safe space for young people	Youth Development Officer	Platform Y offered a range of programs throughout the year, being promoted and acknowledged as a safe and inclusive space for all young people. It allowed a space for young people to grow and build social connections, regardless of race, age, gender, sexuality or ability. The Youth Development Officer (YDO) and Youth Program Coordinator (YPC) liaised with Temora Community Centre and Pinnacle to ensure programs were promoted to their clients as inclusive and accessible. YDO and YPC ensured workshop mentors held a current Working With Children Check certificate. Through special programs such as TAKE THE LEAD, YOUTH Made Market and Adulthood 101, a new cohort of young people were exposed to the space.			Completed for Current Year
09	Ensure Youth programs are equitable to all	Youth Development Officer	Weekly workshops, school holiday workshops and special programs were offered to local young people at no cost. Where possible, the Youth Program Coordinator (YPC)			Completed for Current Year

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	sections of the Temora Shire		conducted holiday workshops at Ariaiah Park to improve accessibility for young people in that area. The Youth Development Officer (YDO) worked with Temora Community Centre to assist young people requiring additional support to participate in the YOUth Made Market Program. The Boys2Men program provided young men at risk an opportunity to socialise and engage in physical activity in a safe and welcoming setting.			
10	Continue to develop pathways to connect the Youth Officer to young people, parents and community	Youth Development Officer	Youth Development Officer (YDO) & Youth Program Coordinator (YPC) connected with the community via school visits, local service expos community events. Youth programs were promoted through Temora Youth and Council social media platforms, school newsletters & local media. YDO & YPC liaised with the Community Centre to strengthen connections with other Youth service providers which helped broaden the reach of programs & minimise duplication of activities. YDO & YPC worked with local schools to deliver the following programs: Adulting 101 program (Yr 12 students, building skills to be 'life ready' as they prepare to leave school); Canberra Careers Xpo (attended by Temora High School (THS) Yr 10 students); THS Lads and Ladies 11 program (building confidence and self esteem). Local mentors were engaged for weekly workshops (Cultural & Performing Arts, Gaming) and special programs (YOUth Made Market; TAKE THE LEAD Leadership Program), helping build stronger community connections.			Completed for Current Year

1.4: A community that offers opportunities for sport and recreation

1.4.1: Provide footpaths, cycleways and outdoor gym equipment to enable people to be physically active and keep fit in and around our towns and villages

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	Ensure a network of transport infrastructure to facilitate fitness	Engineering Assets Manager	Good progress in 2022/23 Financial Year. Projects include: - Installation of exercise station at Arianah Park Skate Park - Successful in obtaining additional funding to install access bridges at Lake Centenary to complete foreshore walk. - Accelerating of footpath works program rollout due to several grant opportunities realised (LRCI and active transport). This includes Asquith Street, DeBoos Street, Aurora Street and Crowley Street.	Transport for NSW		Completed for Current Year

1.4.2: Provide sports and sporting facilities that cater to a range of community interests, ages and abilities

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provision of sporting grounds that meet the needs of Temora Shire residents	Engineering Assets Manager	Improvement made in this area in 2023/24 - Irrigation system improvements across all sports fields. - Top dressing of Bob Aldridge. - Lighting at Arianah Park Rec Ground. - Successful grant funding of Bob Aldridge, Soccer Ground and Tennis Club.	Temora and District Sports Council		Completed for Current Year
02	Provide suitable policies to oversee the management of Council's sports facilities	Engineering Assets Manager	Workshop delivered in early 2023. Workshop Actions and Sport and Recreation Policy will be reviewed in 2023/2024.	Temora and District Sports Council		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
03	Address access and inclusion in the sports facility strategy	Engineering Assets Manager	Upcoming 2023/24 works: Disabled toilets at Bob Aldridge amenities building, connecting paths at Bob Aldridge, adult change table and hoist in pool change rooms. Reasonable progress achieved against action Councils Disability Inclusion Action Plan. Sports facility workshop held with a number of resulting actions remaining incomplete.	Temora and District Sports Council, Access and Equity Committee		Completed for Current Year

1.4.3: Provide year-round recreation and leisure facilities and activities for the enjoyment of people of all ages and abilities

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provision of playgrounds in Temora Shire to a safe and contemporary standard	Engineering Assets Manager	Good progress in 2023/24 Financial Year. - Design and successful grant application for Bradley Park upgrade. - Federal Park renewal funded in 2023/24. - Shade added to Nixon Park and Lake Centenary Playgrounds. - Ariaiah Park Skate Park finished.			Completed for Current Year
02	Retention and upgrade of community halls in Temora, Springdale and Ariaiah Park	Director of Environmental Services	All Temora Shire Council halls are currently in a very good state of repair. All have been beneficiaries of various funding programs (SCC/BBR/Drought etc). Both Springdale and Ariaiah Park have good quality Audio Visual capabilities. the major Temora Town Hall upgrade was completed in 2020.	Ariaiah Park Community Projects, Springdale Memorial Hall Committee		Completed for Current Year
03	Retention of Lake Centenary as a premier	Engineering Assets Manager	Good progress at Lake Centenary in 2023/24. Recent works: - Installation of additional Playground shade. - Funding allocated under SCCF R5 to install additional solar path lighting and general amenity upgrades.	Lake Centenary Management Committee		Completed for Current Year

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	water sports facility		- Funding allocated under flood resilience to deliver new furniture and internal path. - Funding obtained to install foreshore bridges at the northern end of the lake.			
04	Determine the future strategic direction of Temora Libraries	Library Manager	Regular surveys are conducted to gauge community satisfaction with library services. The Library is promoted as a community hub - more than just books. A variety of programs are regularly held including kids craft activities, Lego Club, Seniors Tech and Baby Bounce. Borrowings via online platforms continue to increase. Staff work to engage the community via social media platforms & work with community groups to bring new ideas into the space. Programming reviewed & is always driven by patron interest. Membership drive held annually to generate more memberships in our shire. Research into viability of Ariaiah Park static library + services at Springdale.	Riverina Regional Library Service		Completed
05	Provision of parks and gardens that meet the needs and expectations of the community	Engineering Assets Manager	General program being delivered as normal. Some work required regarding resourcing, service areas and quantifying maintenance intervention and optimal management.			Completed for Current Year
06	Maintain Temora Memorial Town Hall as a premium event destination	Director of Environmental Services	Cleaning contract for Town Hall upgraded. Still not being used to optimum capacity. Professional marketing and promotion initiatives should be investigated to further promote the offerings/opportunities. Budget required for 2023/24. Bottom line looks improved due to longer term hire of kitchen by Dept of Defence (Parachute School at airport)	Imagine Temora		Completed for Current Year

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07	Provide community facilities that meet the needs of residents	Director of Environmental Services	One of Council's core functions. Ongoing Notable projects include Temora Pool upgrades and the upcoming upgrades to Bob Aldridge Park and Bundawarrah Centre			Completed for Current Year
08	Development of Temora Recreation Centre as a premium venue	Director of Environmental Services	Olympic Swimming Pool Upgrade complete. Changes in Kiosk management approach/offerings. Next phase of improvements to be rolled out in SCC Round 5 project where upgrades to the surrounds/bbq's etc will be completed by commencement of 2023/24 swimming season.	Temora and District Sports Council		Completed for Current Year

1.5: A community that enjoys arts and cultural activities and events

1.5.1: Run classes, events and exhibitions to promote participation in the arts (painting, pottery, photography, sculpture)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provision of a mechanism as a means of communication with the Arts Community and delivering arts and cultural product	Arts Centre Manager	Recent strides by the Advisory Committee in promoting the Centre have significantly increased visibility and interest, fostering a greater appreciation of the diverse talents within our community. Through their efforts, the Centre has not only become a beacon for local creativity but also a vibrant hub that draws in art enthusiasts from across the region. In our commitment to fostering a vibrant and accessible arts community, we've significantly increased the number of workshops and opportunities for public engagement at the Temora Arts Centre. This enhancement not only offers a platform for local artists to share their skills and passions but also invites our community members to delve into the world of arts, uncover new talents, and forge	Temora Arts Centre Advisory Committee		Completed for Current Year

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			meaningful connections. By opening our doors wider, we've created a space for creativity to thrive and for the artistic spirit of Temora to be celebrated.			
02	Maintain excellent relationship with regional arts bodies	Arts Centre Manager	This report acknowledges the forthcoming meeting on September 1st, which will be held at the Temora Arts Centre and hosted by Tim K from ERA. This development presents an excellent opportunity to showcase some of Temora's key sites and landmarks. It's encouraging to see the proactive interest in experiencing the town's cultural and historical aspects beyond the formal meeting context.	Eastern Riverina Arts		Completed for Current Year
03	Support local arts through the conduct of exhibitions	General Manager	Council has a strong commitment to the arts, including the provision of art spaces at: - Temora Arts Centre - Bundawarrah Centre - Temora Town Hall Additionally Council conduct an annual art prize at the Bundawarrah Centre.	Temora Arts Centre Advisory Committee		Completed for Current Year
04	Support all arts and cultural events within the framework determined by Council	Arts Centre Manager	In reviewing this year's achievements, the success of the Drench Festival stands out as a remarkable milestone. It highlighted our community's thirst for arts and cultural engagement, setting a high benchmark for our upcoming Discovery Day. With each event, we're not only offering our community enriching artistic experiences, but we're also gaining valuable insights. The response and engagement of our community members at these events provide us with a clearer understanding of their interests, aspirations, and expectations.			Completed for Current Year

1.5.2: Provide a program of theatre, dance, music and cinema that caters for a variety of audiences

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support for events within Temora Shire	Economic & Community Development Officer	Council received funding through the Reconnecting Regional NSW Community Events Program to deliver community events from July 2022 - March 2023 Council officers deliver Council events and provide support to community events via communications and marketing, parks and gardens maintenance, road closures, signage and traffic control. Community events that have been delivered/supported by Council officers, include T-Light, Mary Gilmore Festival, Temora Arts Prize, Temora Christmas Street Fair, Temora Welcoming events, Actively Ageing & Lifestyle Expo and Embrace Festival. Officers also delivered 30 art & culture events/activities through DRENCH. Council officer has been delivering various workshops through the Reducing Social Isolation for Seniors Grant (round 2). Council has been successful in securing funding further funding through the Reducing Social Isolation for Seniors Grant (round 3) with activities to start in FY23/24.			Completed for Current Year
02	Provision of facilities for the conduct of arts and cultural events	Arts Centre Manager	As we build upon our relationship with Imagine Temora, foster new connections with Motion Arts Temora, and host live-streamed concerts, ie. the Riverina Conservatorium of Music, we look to the future with great anticipation. The blend of ongoing communication, dynamic collaboration, and innovative programming is already energizing our vibrant arts scene, and we hope it will continue to stimulate fresh, creative ideas.	Temora Arts Centre Advisory Committee		Completed for Current Year
03	Review public art in Temora Shire	Arts Centre Manager	With the changes of staffing and associated issues, this matter will be dealt with in the 2023/24 year.			Completed for Current Year

1.6: A community that is safe and inclusive, and looks after people who are experiencing disadvantage

1.6.1: Provide opportunities for inter-generational activities that promote safety, respect and understanding

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Aim to reduce stigma associated with disability	Economic & Community Development Officer	The Access & Equity Committee met multiple times, discussing equitable access to council services, buildings and infrastructure. The Economic & Community Development Officer introduced "Quiet Hour on Hoskin's Street", which retailers participated in. This initiative provided a quieter and less stimulating environment for community members with specific disability needs. The Community Events Program Coordinator, in partnership with the Temora Community Centre, organised the Temora Family Expo. There were exhibition holders representing the disability sector. Council Officers use inclusive images throughout Council communication channels by using images of people living with a disability. Council officers proposed to Council that International Day of Persons with Disability (IDPWD) to be a cause to be recognised. In May 2023, Council resolved that IDPWD will be supported by Council, as is highlighting Temora's Independent Living Home and Pinnacle House Community Services.			Completed for Current Year
02	Provide safe and crime free streets for the residents of urban areas in Temora Shire	General Manager	Council is in regular contact with local Police to ensure that residents feel safe. The use of CCTV and the recent upgrade of equipment will assist the Police in carrying out their duties. Additionally, the commitment to Alcohol Free Zones in Temora is a useful tool for law enforcement.	Temora Police		Completed for Current Year

1.6.2: Provide options and support for people who are fleeing violence, or who experience homelessness, substance abuse or mental illness

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Promote availability of services for people who are fleeing violence, or who experience homelessness, substance abuse or mental illness	General Manager	Council advocate for and support initiatives that assist those suffering disadvantage. In general terms this is outside the scope of local government however programs, including youth, arts/ culture and sporting focus on the aspect of disadvantage.	Temora Police, Domestic Violence NSW, Temora Community Centre		Completed for Current Year

2: Providing Local Leadership

Our strategic objectives for providing local leadership are to have:

- ☐ a community with strong local leadership
- ☐ a community that acknowledges and celebrates its heritage and diversity
- ☐ a community that is supported by our volunteers
- ☐ a community that speaks up and advocates for itself
- ☐ a community that is well informed through engagement and communication.

Measure	Responsible Officer	Target
% of community who undertake voluntary work for an organisation or group (ABS Census)	Craig Sinclair	2016 Census = 32.9 2021 Target: 35% Actual 2021 25.2% (13% NSW, 14.1% Australia)
% of women in elected positions (Temora Shire Council)	Melissa Boxall	2012 = 1 (11.1%) 2016 = 2 (22.2%) 2021 = 3 (33.3%) Target: 50%
Community satisfaction rating for heritage programs (TSC Community Survey)	Kris Dunstan	2016 = 3.79 2021 = 3.70 Target: 3.80
Community satisfaction rating with communications (TSC Survey)	Kate Slapp	2021 = 3.64 Target : >3.70
Temora Hospital Redevelopment	Melissa Boxall	Completion by 2025

2.1: A community with strong local leadership

2.1.1: Encourage and take steps to enable a representative cross section of the community to stand for public office (including women, Aboriginal people, young people, people with diverse sexualities, people with disability)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support diversity in representation	General Manager	Council are committed to diversity in representation. The current Council has 3 women, the equal highest ever achieved by Temora Shire Council. In the lead up to the next election, emphasis will be place on identifying and mitigating the barriers to diversity on Council.			Completed for Current Year

2.1.2: Engage the Temora Shire community to plan for a sustainable local government

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Attract grant funding to assist in the development of the Shire	Economic Development Manager	Funding secured for: - Temora Golden Gate Reserve Stormwater Master Plan - Stronger Country Communities Fund Round 5 (various parks, amenities, recreation and cultural upgrades) - Australia Day 2023 - Crowley Street and Aurora Street footpaths - Community Events Program - more than 20 events - Embrace Festival through the Stronger Together program - A range of activities for seniors through the NSW Reducing Social Isolation program in Round 2 and Round 3. - The Take the Lead youth leadership development program - Temora Open Golf Tournament through the Regional Sports Events Fund - Railway Precinct Master Plan through the Business Case & Strategy Development Fund - Drought Resilience Planning Program in partnership			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			with Bland Shire Council - The Resilience Project in partnership with three local schools - Lighting upgrades for sporting facilities Council was invited to stage 2 of the following programs: - Lake Centenary Master Plan through the NSW Boating Now fund.			

2.1.3: Encourage diversity in our community leadership to better reflect the gender, age and occupations of the broader community

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Commitment to the Council sister cities of: • Uppington - South Africa • Izumizaki, Japan • Randwick, Australia	Economic & Community Development Officer	Temora Sister City Committee recommenced in August 2022 following a hiatus due to COVID19 restrictions. The last meeting held was in June 2021. The AGM was held on Tuesday 16th August 2002 at the Temora Arts Centre. Councilor Jason Goode, attended as a representative from Council. A new Chairperson and Deputy Chairman were elected at the AGM. COVID19 impacted the 30th anniversary celebrations with Izumizaki, the celebration and gift presentation will now be arranged for the 35th anniversary. It has been suggested that an informal get together of community members who have been associated with exchanges, visits to sister cities and gifts could provide an opportunity to reminisce and stimulate further interested within the community. Sister City Committee members participated in the Actively Ageing & Lifestyle Expo, with a number of	Australian Sister Cities Association		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			community members register their interest in the committee.			
02	Ensure commitment to diversity in Temora Shire	General Manager	Council is involved in Embrace Temora, with a view to increase diversity. The completion of a Diversity Plan in 2023/24 will elevate the importance of the issue and set strategies to achieve greater diversity.			Completed for Current Year

2.2: A community that acknowledges and celebrates its heritage and diversity

2.2.1: Acknowledge the Wiradjuri people at civic events and fly the Aboriginal flag

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Acknowledge the indigenous history of the region	General Manager	An acknowledgement of Country has been added to the Code of Meeting Practice, adopted by Council at the November 2022 meeting. A report was provided to Council regarding the inclusion of Wiradjuri on the entrance signs to Temora Shire. The resolution from this report was Council: 1. Endorse the concept of investigating the inclusion of free standing complementary indigenous acknowledgement signage at the Temora Shire boundary entrances 2. Commence discussions between council officers and Temora High School Aboriginal Education Team regarding the project, signage design and seek preliminary feedback from an Indigenous Elder 3. Receive a future report on the outcome of the design process and cost estimates for the project and 4. Support the concept of preparing a Wiradjuri language place name map and seek a quote to prepare this map The Bundawarrah Centre have continued the preservation	NSW Aboriginal Lands Council		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			of indigenous history through the keeping place and recognition in historical presentations.			

2.2.2: Continue to maintain the heritage facades of our main streets

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support community and visitor awareness and appreciation of Temora Shire's heritage through preservation and enhancement	Director of Environmental Services	Heritage Committee still delivering strongly. 138 page History Panel booklet recently completed (to be launched in March 2023) and Chinese Section at the Cemetery has been appropriately identified and an informative history panel erected. a series of Shire Heritage Drives (tourist brochures) will be finalised by June, 2023 and the Oral History project is underway also. New projects are escalated once current projects are completed. A solid committee/program.	NSW Heritage Office		Completed for Current Year

2.2.3: Erect signage at Shire entrances and at other locations within the Shire to welcome visitors and other travellers to Wiradjuri country

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ensure appropriate recognition of the indigenous heritage of the Temora Shire region	General Manager	An acknowledgement of Country has been added to the reviewed Code of Meeting Practice, adopted by Council at the November 2022 meeting. A report has been provided to Council regarding the inclusion of Wiradjuri on the entrance signs to Temora Shire. The resolution from this report was Council: 1. Endorse the concept of investigating the inclusion of free standing complementary indigenous	NSW Aboriginal Land Council		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			acknowledgement signage at the Temora Shire boundary entrances 2. Commence discussions between council officers and Temora High School Aboriginal Education Team regarding the project, signage design and seek preliminary feedback from an Indigenous Elder 3. Receive a future report on the outcome of the design process and cost estimates for the project and 4. Support the concept of preparing a Wiradjuri language place name Shire map and seek a quote to prepare this map			

2.2.4: Celebrate local indigenous history and preserve historical artefacts for future generations

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ensure the indigenous history of the Temora Shire region is retained	General Manager	The Bundawarra Centre has a goal to maintain the indigenous history of the region. The establishment of a keeping place and development of relationship with the indigenous elders is an important part of this strategy. Training of key staff in Indigenous understanding has been undertaken	NSW Aboriginal Land Council, Temora Historical Society		Completed for Current Year

2.3: A community that is supported by our volunteers

2.3.1: Promote and enable opportunities for our community members to volunteer their services to achieve community outcomes through events, activities and local organisations

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Facilitate opportunities for volunteers	PCS - Manager	Pinnacle Community Services has multiple opportunities for local residents to volunteer including Community Transport, delivering meals and social outings. Without			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	to enhance the environment and community		the support of our volunteers we would not be able to provide the same level of service provision to our clients.			
02	Advise residents of specific volunteering opportunities within the community	Communications Officer	Delivery Plan Actions: - Facilitate opportunities for volunteers to enhance the environment and community - Acknowledge volunteers and promote volunteering opportunities through Narraburra News and digital media These have been achieved through communication strategies including: - Narraburra News articles - Media liaison/articles - Social media presence			Completed for Current Year
03	Acknowledge the valuable role that volunteers play in the community	Communications Officer	Delivery Plan Actions: - Hold an acknowledgement function for carers annually - Acknowledge volunteers and promote volunteering opportunities through Narraburra News and digital media These have been achieved through communication strategies including: - Narraburra News articles - Media liaison/ articles - Social media presence	Volunteering NSW		Completed for Current Year

2.3.2: Provide training to volunteer committees to support them in their role (safety, governance, grant writing, child protection)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support volunteer committees to	General Manager	Council assist volunteer committees by the provision of information regarding funding sources. Additionally,			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	undertake their community role		training is made available to ensure that governance requirements are covered by the volunteer committees.			

2.4: A community that speaks up and advocates for itself

2.4.1: Advocate to the Commonwealth Government to retain, maintain and enhance local service provision (eg Centrelink)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Keep Federal members informed of Temora's needs and our strategies to meet those needs	General Manager	Temora Shire Council value the relationship with the local member, based on mutual respect. Regular meetings are held and submissions made on issues of concern to our community.			Completed for Current Year
02	Maintain close links with relevant State and Federal Govt. Departments, agencies and Regional Offices.	General Manager	Meetings held with Regional Manager of Regional NSW. General Manager attends the state organised regional leaders forums EDO Attended the RDA Riverina EDO forum. Attended all South West FER meetings	Riverina JO		Completed for Current Year

2.4.2: Advocate to the State Government to retain, maintain and enhance local service provision (eg Hospital, TAFE) Local

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Keep State members informed of Temora's needs and our strategies to meet those needs	General Manager	Temora Shire Council value the relationship with the local member, based on mutual respect. Regular meetings are held and submissions made on issues of concern to our community.			Completed for Current Year
02	Maintain close links with relevant State Govt. Departments, agencies and Regional Offices	General Manager	Meetings held with Regional Manager of Regional NSW. General Manager attends the state organised regional leaders forums EDO Attended the RDA Riverina EDO forum. Attended all South West FER meetings	Riverina JO		Completed for Current Year

2.4.3: Continue to push for expanded telecommunications capacity across the Shire (NBN, mobile phone coverage)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support for NBN and other carriers to provide improved coverage	Economic Development Manager	Meetings held with nbn and Telstra representatives regarding network capacity. Support provided to Telstra for their application for funding the upgrade on mobile towers in Temora Shire.	NBN Co, Telstra		Completed for Current Year

2.4.4: Advocate for the continued availability of services and facilities that enable us to prosper (eg banks, allied health services, building supplies

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Lobby for the continual improvement of , and equitable access to, services, transport, communications and utilities for Temora Shire	Economic Development Manager	Council continues to advocate for the needs of the community, including: - Providing letters of support to Telstra's application to fund mobile phone tower upgrades - Raising issues of access to CentreLink Services through the Temora Community Centre - Liaising with CountryLink regarding the improvement of bus connections - Providing a submission to senate inquiry to regional banking closures - Making representations to Goldenfields Water regarding the cost of developer chargers - Actively participated in the planning process for the new Temora & District hospital - Making ongoing representations regarding funding for the expansion of Narraburra Lodge for aged care services.			Completed for Current Year

2.5: A community that is well-informed through engagement and communication

2.5.1: Provide regular opportunities for the community and other stakeholders to be informed and engaged in relation to community plans and decisions

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Commitment to Section 355 Community Committees to provide communication	General Manager	New guidelines were adopted for S355 Committees, which included the advertising of opportunities to participate. It is intended that the implementation will be supported by training of committees			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	avenue between Council and Community					

2.5.2 : Provide regular updates to the community through newsletters, newspaper, radio and social media

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Develop and implement a program aimed at educating residents of regulatory responsibilities	Director of Environmental Services	Articles appeared semi-regularly in Narraburra news, relating to overgrown blocks, swimming pool fencing, noxious weeds, dog control etc			Completed for Current Year
02	Conduct local public education campaigns across major road safety issues as identified in the RSSP	Resigned	Continue to provide road safety information to council for release via newspaper, social media, Narraburra News and Facebook	Transport for NSW		Completed for Current Year
03	Provide information on a continual basis, to inform residents.	Communications Officer	Delivery Plan Actions: - use available channels to assist in rehoming animals - Provide information about housing services & opportunities for community involvement for new residents - Promote the achievements of Temora Shire residents through the Homegrown Heroes program - Implement & maintain a grant subscription service for Council & residents			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			- Provision of clear health service information linkages - Undertake a program of informing the community regarding the activities of the Heritage Committee - Continue Narraburra News & maintain Council websites This is done through: - Social media - Narraburra News - Direct Me booklet - Media releases and media liaisons - Website maintenance			
04	Utilise all avenues to re-home unwanted companion animals	Ranger	Companion animals and rehoming is occurring on a regular time frame. Have made contact with two new veterinary clinics who are willing to give assistance if required, and utilising 3 new rehoming agencies. Feral cats are still presenting a problem but trapping is proving an effective solution. The only issue with rehoming is the availability of transport and period of time for pick up, not a significant problem.			Completed for Current Year
05	Use appropriate communication mechanisms to suit the audience. For example, social media to provide feedback on the needs of Youth	Communications Officer	Delivery Plan Actions: - Promote apprenticeship and traineeship opportunities within the shire - Regularly publish a mailer and social media posts for job vacancies in Temora Shire - Ensure community awareness of transport options available - Ensure information flow to residents regarding services for aged and disabled services - Proactively support and promote community mental health facilities & programs - Promote availability of services for people who are	Temora Independent		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			fleeing violence, or who experience homelessness, substance abuse or mental illness - Promote Temora Shire as a retirement destination These are achieved through communication strategies including: - Narraburra News - Social Media - Council's website - Direct Me booklet - Country Change program - Media releases and media liaisons			
06	Continue Narraburra News and maintain Council website	Communications Officer	- The Narraburra News is written, edited, produced and released monthly in the Temora Independent - Council's website is updated almost daily with information about Council meetings, including notice of upcoming meetings, minutes, agendas and audio recordings, news items, public exhibition, contact details for senior staff and councillors, updated information relating to council operations and community information			Completed for Current Year
07	Ensure that feedback is available on the community view of Council service by a Resident Satisfaction Survey within the term of each Council	General Manager	This action will be completed in 2024/2025			Not Due To Start

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
08	Maintain a Communications Policy that outlines the roles of websites, social media and publications	Communications Officer	The Communications Policy was updated and adopted in December 2022. The updated policy was expanded to: - include social media platforms that have been added or removed since the last review - change the parameters of the Temora Shire Council Facebook page as the platform has become a far more community focused page and a customer service tool - recognise that all of Council's social media pages are used as a customer service tool through interactive conversations with residents			Completed for Current Year
09	Maintain currency of information on Council websites and Social Media	Communications Officer	Council's website is updated on almost a daily basis with information about Council meetings, including meeting notifications, minutes, agendas, and audio recordings, service provision information, news items, public exhibitions, employment opportunities, contact information, and information about Council departments and functions The tourism website is maintained very regularly with event listings, accommodation information, dining options, local business registers, suggested activities to participate in in the shire and other tourism information. Social media platforms are updated every day, including scheduled posts, with real-time information for residents as it becomes available as well as general updates, information provision, emergency messaging and customer service announcements.			Completed for Current Year

3: Building a Strong Local Economy

Our strategic objectives for building a strong local economy are to have:

- ☐ a community with a variety of thriving businesses and industries
- ☐ a community with opportunities for local employment
- ☐ a community with opportunities for local education
- ☐ a community with good access to a range of appropriate and affordable housing
- ☐ a community with a strong agricultural sector
- ☐ a community that celebrates and benefits from its aviation history
- ☐ a community that benefits from tourism
- ☐ a community with a transport network that enables economic and social outcomes

Measure	Responsible Officer	Target
% of households experiencing rental or mortgage stress - 30% or more of income on housing (ABS Census)	Melissa Boxall	2016 = 10% 2021 Target: <7.5% Actual 9%
% of people attending an educational institution (ABS Quickstats)	Melissa Boxall	2016 = 26.9% 2021 Target: >28% Actual: 26.36%
Community satisfaction rating for footpaths (TSC Community Survey)	Rob Fisher	2016 = 3.21 2021 = 3.07 Target: . 3.25
Community satisfaction rating for the road network (TSC Community survey)	Rob Fisher	2016 = 3.58 2021 = 3.53 Target: > 3.60

Measure	Responsible Officer	Target
Local value of agricultural commodities produced (ABS Agricultural Census)	Craig Sinclair	2105-2016 + \$108.3M 2021 Target: > \$110M Actual \$204.2M
Number of annual visitors to Temora Aviation Museum (TAM)	Craig Sinclair	2016 = 18,160 2021 = 19,159 Target: >20,000 Actual: 17646 (covid affected)
Total number of businesses in Temora Shire (ABS Census)	Craig Sinclair	2016 = 713 2021 Target: > 750 Actual 773
Unemployment rate in Temora Shire (ABS Census)	Craig Sinclair	2016 = 4.9% 2021 Target: <4.5% Actual 2.9%

3.1: A community with a variety of thriving local businesses and industries

3.1.1: Encourage the establishment of retail businesses that provide a variety of shopping options for Temora Shire residents of all ages

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support local businesses at every opportunity Support of TBEG	Economic Development Manager	Ongoing financial support provided to TBEG. Council officers attend monthly TBEG meetings. Support provided for TBEG's T-Light event and Christmas Street Fair event. Council partnered with TBEG to undertake the HR capability review with 17 local businesses via a consultant.	TBEG, NSW Business Chamber		Completed for Current Year

3.2: A community with opportunities for local employment

3.2.1: Promote and enable opportunities for people to work remotely in Temora Shire (and support the growth of our population)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Proactively seek opportunities to grow business in Temora Shire including its villages	Economic Development Manager	Whilst there is a shift in focus to support existing businesses to attract and retain staff in an environment of workforce shortages, Council continues to provide support to businesses seeking to establish in the Shire, including aviation, agriculture, tourism, transport, retail, and civil construction. Council worked in partnership with TBEG to engage an HR consultant to assess the capacity of 17 local businesses. The outcome of the assessment will be released in a report in July 2023. Council also worked with developers to support the rezoning and master planning of industrial zoned land in Temora to support business expansion and attraction.	DPIE		Completed for Current Year
02	Diversify the economy and provide employment by attracting non agriculture based industry	Economic Development Manager	Officers worked on several initiatives to support business growth, including: - working with the developers of the proposed Melaleuca Industrial Estate - progressing the expansion of the Temora Airpark Estate - Supporting new tourism related businesses including Three Ponds Estate, Gidgee Estate, Railway Hotel, Temora Aviation Museum, Pardey's Mill, Fed & Bed, and the Westminster Hotel. - Hosting the Boom Time Forum for organisations to communicate about upcoming development & employment opportunities, including Inland Rail and Godolphin Resources. - Hosting the Tourism Operator Forum - Initiating the Railway Precinct Master Plan - Hiring out facilities at the Airport to attract repeat			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			visitation and ongoing investment such as the ADF Parachute School, and V8 Supercars -- supporting the promotion of the commercial flexible work space and assisting remote workers to source office accommodation - Working with TBEG to undertake an HR capability review.			

3.2.4: Encourage and support our businesses to grow and attract new businesses into the Shire to create employment growth

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Grow the number of local jobs available to an increasing population	Economic Development Manager	Council programs have shifted to focus is on assisting businesses to attract and retrain workforce. Through participation in the NSW GROW program businesses have the opportunity to discuss staffing challenges with Workforce Australia through face to face interviews coordinated by Council officers. Council worked in partnership with TBEG to engage an HR consultant to undertake an assessment of the HR challenges and capability within 17 local businesses. The results of the assessment will be released in July 2023 with suggested activities to improve HR compliance and capability. Council continues to promote local job vacancies through regular newsletters and social media posts. Participation in the Country Change program, which featured Temora Shire during the month of December 2022, also helps promote the Shire to skilled workers. The Temora Careers Network continues to develop and promote initiatives that create career opportunities for young people.			Completed for Current Year

3.3: A community with opportunities for local education

3.3.1 : Advocate for local and regional skills development and education opportunities that support local industries (eg agriculture, veterinary science, building trades, mechanics, engineering, hair & beauty, allied health, administration, childcare, retail, hospitality and tourism)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provide support and advocacy for the retention and development of Schools within Temora Shire	General Manager	Advocacy occurs, generally on a reactive basis, particularly when schools or facilities are under threat. Undertaking a resilience program with local schools.	NSW Education Department		Completed for Current Year
02	Connect with school contacts and establish good working relationships	General Manager	Council are in regular contact with schools within the shire. This involves ongoing program development and sharing with the Youth Team and Platform Y and auspicung and supporting programs Council are currently action as auspicung body for a resilience program to be provided to schools.	Temora Public School, St Annes School, Temora High School, Temora West Public School, Arianh Park School		Completed for Current Year
03	Offer life skills workshop opportunities to both young people and the community	Youth Development Officer	Weekly and monthly team workshops focused on equipping young members with a range of life skills. These include: cooking; team work; cleaning and personal hygiene; communication; problem solving; financial literacy and social responsibility. The Adulting 101 program for Year 12 leavers built knowledge and skills in budgeting, sourcing accommodation, accessing health services, self care, communication and organisational skills. YOUTH Made Market participants gained valuable life skills such as financial literacy, organisational skills, engaging in conversation, building resilience and goal setting. TAKE THE LEAD Youth Leadership Program			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			developed community connections and gave participants the confidence and skills to step into leadership roles.			
04	Support the concept of Council designation as a registered training organisation	Economic & Community Development Officer	The matter was investigated, however, was found to not have merit.			Completed
05	Provide local businesses with the opportunity for training and coaching	Economic Development Manager	Promotion of courses offered by TAFE and through TBEG. HR capability review conducted in partnership with TBEG.	TBEG, TAFE		Completed for Current Year

3.3.3: Investigate opportunities to enhance local access to tertiary education

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support for students undertaking further education	General Manager	The education of the community is a key focus for Council. A number of actions support this strategy including: * Provision of scholarships (3) to local students to undertake tertiary education * Investigation of the opportunity to establish a Country University Campus in Temora	CSU		Completed for Current Year
02	Support local students financially through scholarships	General Manager	Council provide a minimum 3 scholarships annually to local students	Temora and District Education Fund		Completed for Current Year

3.4 : A community with good access to a range of appropriate and affordable housing

3.4.1 : Attract social and affordable housing investment to meet the needs of local families and retirees

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Promote Temora Shire as a retirement destination	Economic Development Manager	Targeted activities include hosting the Active Ageing Expo in February 2023 and a series of art workshop to reconnect isolated seniors post-COVID. Ongoing promotions of Temora Shire through participation in the Country Change program. Working with Dr Parry Homes to plan for the Apollo Place affordable senior housing project. Provision of information, services and support to those of aged care packages through Pinnacle Community Services.			Completed for Current Year
02	Investigate options for Council to assist with the provision of affordable housing	Economic Development Manager	Council progressed work on a range of housing initiatives to increase housing and land supply, including: - Continuing the temporary financial support available to developers of subdivisions through the Development Infrastructure Deferred Payment Policy - Reviewing the LEP to assess the residential land available now and in the future - Working with Dr Parry Homes as the successful tenderer to develop affordable seniors housing at Apollo Place - Raising awareness in the community about the high demand for housing to encourage responses from landlords - Working with Estate Agents to understand the extent of the housing shortages and identify potential solutions - Participating in workshops with Dept Regional NSW to develop a regional housing strategy to be released later in 2023.			Completed for Current Year

3.4.2: Provide land for residential development

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ensure availability of land for residential development that meets the needs of new and existing residents	Town Planner	Council has adopted the Temora Local Housing Strategy. Council officers will continue to update this strategy to include additional information, as required. Council officers will continue to support the investigation and provision of additional residential development opportunities in response to Council directions and the Riverina Murray Regional Plan. Council is supporting new residential development through the Apollo Place development and the Development Infrastructure Deferred Payment Policy.			Completed for Current Year

3.4.3: Promote investment in a range of housing stock to create rental opportunities for local residents

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Encourage the provision of affordable rental accommodation	Economic Development Manager	Council progressed work on a range of housing initiatives to increase housing and land supply, including; - Continuing the temporary financial support available to developers of subdivisions through the Development Infrastructure Deferred Payment Policy - Reviewing the LEP to assess the residential land available now and in the future - Working with Dr Parry Homes, the successful tenderer to develop affordable seniors housing at Apollo Place - Raising awareness in the community about the high demand for housing to encourage responses from landlords - Working with Estate Agents to understand the extent of the housing shortages and identify potential solutions - Working with the Community Centre and Young Crisis	Local real estate agents, Argyle Housing		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			Accommodation Centre to better understand homelessness and housing stress			
02	Plan for the possibility of a sudden upsurge in investment and population which may result from a large employer	Economic Development Manager	Council are undertaking and participating in numerous initiatives including: - Planning activities for the Temora and District Hospital upgrade project - Supporting residential subdivisions through master planning activities and the deferred developer infrastructure policy - investigating the expansion of the medical precinct - engagement with developers / tenderers for large infrastructure projects that require temporary worker accommodation - contributing to the Dept Regional NSW housing strategy - ongoing engagement with the local schools network			Completed for Current Year
03	Support the provision of a range of accommodations options within Temora Shire	Economic Development Manager	Council progressed work on a range of housing initiatives to increase housing and land supply, including: - Continuing the temporary financial support available to developers of subdivisions through the Development Infrastructure Deferred Payment Policy - Reviewing the LEP to assess the residential land available now and in the future - Awarding the tender to develop affordable housing at Apollo Place to Dr Parry Homes - Raising awareness in the community about the high demand for housing to encourage responses from landlords - Working with Estate Agents to understand the extent of the housing shortages and identify potential solutions - Participating in the development of a regional housing strategy with the Dept Regional NSW			Completed for Current Year

3.5: A community with a strong agricultural sector

3.5.1 : Utilise research and partnerships to support our farmers to be resilient now and into the future

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ongoing support for Temora Agricultural Innovation Centre	Director of Administration and Finance	A section 355 committee has been established and meets at least twice per year. Council provides maintenance funding to support the Agricultural Innovation Centre. Signage at the facility has been updated to promote the partnership between Council and Farmlink. Events and operations at the TAIC are promoted through Council's Narraburra News.	Farmlink		Completed for Current Year
02	Create heavy vehicle routes to meet agricultural needs	Engineering Assets Manager	Good progress in heavy vehicle access outside the Alternate Route. Recent examples include: - Continuation of Farm Gate Access Program and Grain Harvest Management Scheme. - Successful in obtaining further grant funds to assess bridge infrastructure under the Strategic Local Government Asset Assessment Project. - Road Train access under permit scheme continuing to service local farmers. - Timely processing of permit applications and good access for local industry compared to peers.	Transport for NSW		Completed for Current Year

3.5.2 : Create opportunities and incentives that attract and retain an agricultural workforce for Temora Shire (including agriscience, horticulture, engineering, environmental science)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Monitor the impact of consolidation of	Economic Development Manager	Regular meetings held with Farmlink to discuss opportunities to support agricultural development. Continual support provided through the TAIC Partnership			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	farming enterprises		Committee. Briefing session held with senior staff at BFB Pty Ltd to understand the impact of their forthcoming organisational changes. Officers working with a number of agriculture-related businesses to discuss establishment or expansion projects, including Jindalee Feedlot, Intersales, and a value-add manufacturer. Successful application for grant funding to develop a Drought Resilience Plan in partnership with Bland Shire to commence in July 2023.			

3.6: A community that celebrates and benefits from its aviation history

3.6.1: Promote and provide opportunities for recreational flying from Temora Aerodrome

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Maintain comprehensive maintenance, drainage and signage programs at Temora Aerodrome	Engineering Assets Manager	Program delivered. Completion of \$5.6m upgrade. Good / as new asset.			Completed for Current Year
02	Support the provision and extension of weather monitoring and forecasting systems at	Engineering Assets Manager	TAF services reinstated.			Completed

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	Temora Aerodrome					
03	Ensure the provision of facilities at Temora Aerodrome to meet the needs of users	Engineering Assets Manager	Good progress at Temora Aerodrome made in 2022/2023 Financial Year. The \$5.6m upgrade has renewed the large majority of old assets aerodrome excluding Underground Drainage and Building assets to place the facility in a very strong long term position. Aerodrome masterplan progress review to be considered by Council in July.	Aerodrome Users Committee		Completed for Current Year
04	Maintain and implement an Airport Management Plan	Engineering Assets Manager	Ongoing. Draft manual submitted to CASA. Some additional work required prior to adopting and publishing. Working with the Aerodrome Users Committee to improve the Aerodrome Manual. Expect completion in the later half of the 2023 calendar year.	Aerodrome Users Committee		Completed for Current Year

3.6.2: Continue to grow and refresh the Aviation Museum to celebrate aviation history and provide visitor experiences

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support the continuing promotion of Temora Aviation Museum	Economic Development Manager	Support offered for Warbirds Downunder 2022 however it was cancelled due to wet weather. Support provided for the establishment of infrastructure required for the Day at the Lake event planned for October 2023. Regular promotion of the museum in Council's Visit Temora social media channels and at the Visitor Information Centre, including the dual tickets offering.	Temora Aviation Museum		Completed for Current Year

3.6.3 : Investigate and plan for new aviation opportunities in Temora that cater for residents and aviators

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Review mechanisms by which the cost impost at Temora Aerodrome can be addressed	General Manager	This is an ongoing effort by Council. The increased usage of the aerodrome by income generating operations has been useful in controlling the cost impost.			Completed for Current Year

3.7: A community that benefits from tourism

3.7.1: Provide visitor facilities, services, activities and events that cater for a broad range of visitors

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ensure acceptable signage to recognise villages	Engineering Works Manager	Village entrance signage completed			Completed
02	Enrich and diversify the visitor experience	VIC Manager	This task is ongoing, brochures are be continually updated, spreadsheets compiled with opening hours for Xmas and Easter holidays which are made available for public use and put on Council facebook page and the VIC notice board along with local and regional event flyers.			Completed for Current Year
03	Ensure signage pertaining to AVIC and CMCA accreditation meet standards	VIC Manager	No amendments to signage for this year were needed	AVIC, CMCA		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
04	Develop the facilities at the Temora Rural Museum and Bundawarrah Centre	Rural Museum Manager	1. NSW Ambulance Museum, Temora (Stage 3): Grant funded planning documents completed to advance the project to "Shovel Ready" status pending further grant funding opportunities. 2. Improved museum access via Visitor Centre: Design stage well advanced and substantial grant funding secured. Awaiting commencement of works. 3. TEMFM Toilet block project complete. 4. Five substantial temporary exhibitions have been hosted by the Centre. 5. The Volunteer Attraction & Retention Policy has been reviewed. 6. The Self guided tour initiative requires further development.	Temora Historical Society		Completed for Current Year
05	Ensure quality and quantity of accommodation in Temora meets the needs of stakeholders	VIC Manager	Famil tours were conducted when a new tourism operator commenced their business. This ensures that management and staff have a good understanding of the business and the facilities and services it provides to pass onto our visitors. Throughout the year updates were made to our accommodation sheets.			Completed for Current Year
06	Enhance and support new and existing tourism events	Economic Development Manager	Through the \$239,000 funding provided by the NSW Government's Community Events Program, Council have recruited a contract events organiser to support the delivery of more than 20 events between July 2022 and June 2023. New events supported include T-Light, Spark at the Park, and the Embrace Festival with planning underway for A Day At the Lake in October 2023. The TBEG Christmas Fair, New Year's Eve Celebrations and Australia Day events were all delivered with support from Council.			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			The Warbirds Downunder Airshow and the Australian Aerobatics Championships were supported by Council to be delivered in the second half of 2022, however they were unfortunately cancelled due to wet weather. Similarly, the National Gliding Championships was cancelled due to a WorkSafe order.			
07	Partner with individuals, organisations and companies to support growth in the visitor economy	Economic Development Manager	Canola Trail partnership expanded to include three commercial tourism operators, strategic plan launched at tourism operator forum in September. Renewed membership in Visit Riverina and participated in the Canberra Caravan & Camping Show. Submitted funding application to develop audio guides for the Bundawarrah Centre & heritage walking tour. Support provided to several burgeoning tourism businesses in Temora Shire, including the Westminster Hotel, Pardey's Mill, Three Ponds Estate, & Gidgee Estate. Provided feedback on the draft destination management plan to Destination Riverina Murray. Supported the Bundawarrah Centre to complete the business case & designs for the expansion of the Ambulance Museum. Submitted a funding applications for the development of a master plan for Lake Centenary (pending). Commenced the development of master plan and business case for the Temora Railway Precinct. Hosted a Tourism Operator Forum in May 2023.	Riverina RDA, Country Change		Completed for Current Year

3.7.2: Promote Temora Shire's unique tourist offerings as part of the Riverina visitor destination

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Improvement of Tourism signage within the Temora Shire	Economic Development Manager	The recommendations of a report investigating signage for public toilets were adopted in full at the December 2022 meeting of Council. The signage improvements will be rolled out as budget allows. Village entrance signage upgrade project completed.			Completed for Current Year
02	Ensure tourism product, including brochures are current, relevant and attractive	VIC Manager	All brochures and pamphlets were inspected and reordered several times throughout the year to ensure all brochures/pamphlets are kept up to date and in excellent condition.			Completed for Current Year
03	Maintain accreditation of the Temora Visitor Information Centre	VIC Manager	Accreditation was met in September 2022 with a zoom onsite review. Files, signage and stats are continually updated and recorded and reported to ensure accreditation is met.	AVIC		Completed for Current Year
04	Ensure VIC is modern and meets the needs of users.	VIC Manager	The VIC is kept clean and breakages were always reported immediately in order to keep the VIC in excellent working order and a safe place to visit. Plans are underway to incorporate a walkway from the Visitor Centre into the Bundawarrah Centre (Rural Museum) to enhance the flow of traffic around the museum.			Completed for Current Year

3.8: A community with a transport network that enables economic and social outcomes

3.8.2: Continue the provision of Community Transport to Temora residents

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support the provision of community transport to Temora Shire residents	PCS - Manager	Following the resignation of the Transport Co-ordinator in January 2023 we appointed a new Transport Co-ordinator who commenced in April 2023. The new Transport Co-ordinator has promoted the weekly Wednesday Wagga Bus service successfully to enable sufficient numbers to recommence this on a regular basis. Survey's have been conducted around our town bus services with results still being collated. Partnerships with Temora Taxis and Cootamundra Cabs we are able to support clients to access transport outside of Pinnacle Community Services operational hours or at service capacity. This has enabled great flexibility and choice for our clients to meet their transport needs. Transport for NSW has advised of an extension to the current funding agreement to continue the provision of Community Transport in Temora and Cootamundra local government areas in 2023 - 2024 financial year.			Completed for Current Year

3.8.3: Provide adequate parking to enable access to shopping, health care, events, and recreation

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provide sufficient accessible car parking spaces	Engineering Assets Manager	Some work completed in the past 12-24 months. Reported to Council in June 2023, actions to be considered in future budgets.	Access and Equity Committee		Completed for Current Year
02	Develop off street parking	Engineering Assets Manager	No significant action. Council has agreed to fund design for the development of DeBoos Street from Victoria Street			Not Progressing

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	in Temora CBD		to Parkes Street considering centre parking in 2023/24 financial year.			
03	Provide adequate long vehicle parking in Temora Shire	Engineering Assets Manager	Need some direction from Council as to areas they are hoping to target / achieve improvement. Noting Council considered and made amendments to long vehicle parking in Temora within the last 5 years.			Not Progressing

3.8.5 : Provide a heavy vehicle route network that meets the needs of industry and keeps heavy vehicles out of our CBDs (enhancing our outdoor dining options)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Develop a policy framework for heavy vehicle access	Engineering Assets Manager	Policy framework reviewed in 2022/2023. Complete.	Transport for NSW, Heavy Vehicle Regulator		Completed
02	Commitment to the Alternate Heavy Vehicle Route around Temora	Engineering Assets Manager	Slow progress. Remains a significant challenge to solve. HVAR Workshop was positive with recommendations endorsed by Council and actions underway.	Transport for NSW		Completed for Current Year

4: Enjoying Our Beautiful Environment

Our strategic objectives for enjoying our beautiful environment are to have:

- a community that is liveable and provides for enjoyable town and village life
- a community that enjoys appropriate urban infrastructure
- a community that strives to minimise its environmental impacts
- a community that enjoys a variety of open spaces for leisure
- a community that sustainably plans for its future.

Measure	Responsible Officer	Target
CO2 Emissions (snapshotclimate.com.au)	Kris Dunstan	2017-18 = 215,000 t 2019-20 = 200,000 t Target: < 150,000 t Actual 247,000
Community satisfaction rating for Parks and Playgrounds (TSC Community Survey)	Rob Fisher	2016 = 3.94 2021 = 3.99 Target: .4.30
Community satisfaction rating for Town Planning (TAC Community Survey)	Kris Dunstan	2016 = 3.73 2021 = 3.45 Target: > 3.75
Community satisfaction rating Visual Impact (TSC Community Survey)	Rob Fisher	2016 = 4.00 2021 = 3.72 Target: . 4.00
Community satisfaction rating with Drainage (TSC Community Survey)	Rob Fisher	2016 = 3.07 2021 = 3.01 Target: > 3.08

4.1: A community that is liveable and provides for enjoyable town and village life

4.1.1: Use street trees, manage urban weeds and provide street furniture, street signs and street lighting to maintain an aesthetically pleasing urban environment

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Retention of Council personnel at Ariah Park	Engineering Assets Manager	1 fulltime employee based in Ariah Park.			Completed for Current Year
02	Adopt principle of the provision of services by outreach to Ariah Park	General Manager	Council is committed to the retention of staff at Ariah Park to ensure the aesthetics of village is maintained. Council has made representations to pathology providers for a service to be provided, so far without success.			Completed for Current Year
03	Implement the actions of the Amenity Tree Action Plan	Engineering Assets Manager	Many action implemented. Street tree condition rating and review of the Street Tree Amenity Plan will be reported to Council by August 2023.			Completed for Current Year
04	Hold committee meeting of Council, at a village location annually	General Manager	Meeting held at Ariah Park.			Completed
05	Support for village committees to achieve the community aspirations within the limitations of	General Manager	Council support for village committees is ongoing and includes the provision of S355 status to the committees, along with designated budget in some instances.			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	Council resourcing					
06	Partner with individuals, organisations and companies to support new resident attraction	Economic Development Manager	Council participates in a number of resident attraction programs: - Regional Activators Alliance (Regional Australia Institute): Officers attended the Regions Rising conference, promotional video produced showcasing the story of a recent relocater to Temora. - Country Change (RDA Riverina) - ongoing promotion through social media platforms and Temora Shire featured during the month of December 2022. - NSW GROW program (Multicultural NSW) - Welcoming Committee membership renewed and action plan developed. Four new resident welcoming events held. The DirectMe guide and New Resident Welcome Packs were also refreshed and distributed.			Completed for Current Year
07	Provide a welcoming community for new residents	Economic Development Manager	The Welcome Committee continues to improve the welcoming process for new residents. Activities completed this year include: - Delivering a series of welcoming events for new residents, including Welcome to Tea Town, lawn bowls, Lunar New Year, and the Embrace Festival - New resident packs reviewed and updated - Direct Me guide updated - Volunteer opportunities promoted - Promotional campaign targeting at new residents to sign up to invitations and events - Establishment of a language cafe and buddy system to assist with learning English			Completed for Current Year

4.1.2: Provide appropriate and affordable community facilities and meeting spaces for community use

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Review external aesthetics at NRCC House	Library Manager	A third round of Library Infrastructure funding has been received, part of which is to refresh the northern side of NRCC House exterior and the library entrance. Awaiting final design/report from Heritage Advisor. Quotes from builder + painter have been reviewed & works have started. Foyer area to be wood paneled, external window trims have been painted to make the building more vibrant + addition of new signage in progressing. Expected completion date: OCT 2023. Final report due, DEC 2023.	State Library of NSW		Completed

4.2: A community that enjoys appropriate urban infrastructure

4.2.1: Provide a stormwater drainage network that mitigates flooding impacts

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Development of a Floodplain Risk Management Plan including 10 year rolling works program	Engineering Assets Manager	Floodplain risk management plans for Temora, Ariah Park and Springdale are due for completion in January 2024. Works program will be developed subsequent to the risk management plans and will take some time (12-24 months away).	Office of Water		Completed for Current Year
02	Undertake Stormwater Drainage upgrade and renewal in accordance with the Stormwater	Engineering Works Manager	As per budget; Back Mimosa Road drainage completed. Giles Street Levee progressing with landowner discussions, but works deferred to 2023-24 year. Victoria Street Drainage near Camp Street undertaken as part of Camp Street works in 2023. Chifley Street underground drainage and box culvert			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	Assets Capital Works Program		deferred due to delays in 2022 with natural disasters and other grant funding commitments.			
03	Improvement of drainage within Temora Shire	Engineering Assets Manager	Ongoing action. It is premature to take action on major drainage components until the flood plain risk management study and plan is complete along with a potential Storm Water Development Servicing Plan. Flood Plain Risk Management Plan due for completion in early 2024 and Storm Water DSP yet to be commissioned.			Completed for Current Year

4.2.2: Provide access to parks and playgrounds for residents and visitors, and incorporate public open space when new residential subdivisions are planned

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provide public conveniences to a standard acceptable to the community	Director of Environmental Services	Cleaning regime/contract upgrades to reflect increasing demand on public amenities buildings. additional cleanings provided for at the Railway Station. Expectations more clearly articulated in the new contract and increased focus places on compliance inspections.			Completed for Current Year

4.2.3: Maintain a network of roads, footpaths and cycleways to enable residents and visitors to move around the Shire

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Commitment to road safety and relationship with RMS and adjoining Councils	Resigned	Providing the community with road safety education.	Transport for NSW		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
02	Ensure that appropriate mechanism is in place to determine road priorities	Engineering Assets Manager	Relatively robust process in place through a combination of asset hierarchy, asset condition rating and forward capital works program maintenance, ensures road maintenance, renewal and upgrade is delivered in a strategic manner. Asset management maturity requires improvement and is a focus moving forward as resources permit.			Completed for Current Year
03	Development and implementation of Road Safety Strategic Plan (RSSP)/Action Plan	Resigned	Road safety strategic plan in place providing road safety behavioural education within the community.	Transport for NSW		Completed for Current Year
04	Investigate the provision of street lighting within Temora Shire	Engineering Assets Manager	Good progress in this space with 4 x Priority 1 lights installed in early 2023 and level 3 design procured for 5 x high priority intersection on the eastern section of the Burley Griffin Way. Planned for a further 10 lights to be installed in 2023/24 FY. Street lighting committee held in June 2023.	Essential Energy		Completed for Current Year
05	Undertake Footpath upgrade and renewal in accordance with the Footpath Capital Works Program	Engineering Works Manager	Asquith St Segment 2 completed Gloucester St Segment 1 completed. Deboos St Segment 2 completed. Aurora St Segment 3 completed. Crowley St Segment 4 & 5 completed, however connection link on Polaris Street deferred to 2023-24 year as council awaits Telstra relocating an Elevated Joint (EJ) to deliver the works.			Completed for Current Year
06	Undertake Cycleway upgrade and renewal in accordance with the Cycleway Capital Works Program	Engineering Works Manager	No planned cycleway upgrades or renewals budgeted in the 2022/23 financial year so no action to be taken in relation to this item.			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
07	Undertake Rural Unsealed Roads upgrade and renewal in accordance with the Rural Unsealed Roads Capital Works Program	Engineering Works Manager	As per council budget rural unsealed roads gravel resheets. Quandary Road Seg 1 Gravel Resheet - Completed Back Ariah Park Rd Seg 3 & 4 Gravel Resheet - Completed Weise's Road Seg 1 Gravel Resheet - Completed Reynolds Road Seg 1 Gravel Resheet - Completed Ness's Lane Seg 1 Gravel Resheet - Completed Racecourse Road Seg 1 Gravel Resheet - Completed Fraters Speedway Seg 2 & 3 Gravel Resheet - Deferred to 2023-24 budget estimates as per council resolution Rees Road Seg 2 1 Gravel Resheet - Deferred to 2023-24 budget estimates as per council resolution			Completed for Current Year
08	Undertake Rural Sealed Roads upgrade and renewal in accordance with the Rural Sealed Roads Capital Works Program	Engineering Works Manager	As per council budget for rural sealed roads. Morangarell Road Seg 2 Reseal - Removal of regrowth trees in tabledrains and reseal completed. Sealed Road Heavy Patching - Completed to budget allocation, substantial outstanding road damage following natural disaster events with further works commenced through Regional and Local Roads Repair Program (RLRRP) and will continue through to December 2023. Hazard Directional Markers and Curve Advisory Signage Morangarell Road - works scoped, signs ordered. Awaiting supply and installation.			Completed for Current Year
09	Undertake Urban Unsealed Roads upgrade and renewal in accordance with the Urban Unsealed Roads Capital Works Program	Engineering Works Manager	As per budget urban unsealed road upgrades. Wattle Street upgrade to seal not commenced Harmon Street (Ariah Park) completed. Back Mimosa Road 90% completed, with final trim and seal to be undertaken before December 2023. Delavan St commenced but will not be completed,			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			with final trim and seal outstanding before December 2023. Nicholson St not commenced. These projects funded in Fixing Local Roads (FLR) Round 3 were due for completion by June 2023, however due to flooding natural disaster an extension to December 2023 has been granted.			
10	Undertake Urban Sealed Roads upgrade and renewal in accordance with the Urban Sealed Roads Capital Works Program	Engineering Works Manager	As per budget; Urban sealed reseals undertaken Deutcher St Seg 5 & 6, June Rd Shoulders, James St, Gallipoli St, Vesper St Seg 1 & 4, Little Vesper St Seg 1, 2 & 3, Delavan St, Megher St, Little Crowley St Seg 1 & 2 and Cootamundra Rd Seg 1. Urban heavy patching completed. Camp Street Segments 2 & 3 Completed. Reconstruction of Little Crowley St Segment 3, deferred to 2023-24 year.			Completed for Current Year
11	Investigate the provision of access within Temora Shire, including footpaths, ramps and car parking provision	Engineering Assets Manager	Council has a relatively up to date Pedestrian Access and Mobility Plan and Pathways Hierarchy Plan. Tactile Ground Surface Indicator report submitted to Council in June 2023. PAMP Plan to be updated in 2023/24 and consideration of footpath provision considered in 2023/24.			Completed for Current Year
12	Undertake Kerb and Gutter upgrade and renewal in accordance with the Kerb and Gutter Capital Works Program	Engineering Works Manager	Camp Street works completed. Little Crowley Street and nearby Loftus Street works deferred to 2023-24 year. Victoria St kerb modification will be deferred due to Highfields estate, so drainage works coincide.			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
13	Undertake Regional Roads Program in accordance with the determined program	Engineering Works Manager	Maintenance work and response to natural disasters undertaken. For capital budgeted works. Mary Gilmore Way segment 10, 20 and 30 widening and safety works commenced within funding availability with remainder of project to be delivered in 2023-24 year. Mary Gilmore Way and Burley Griffin Way intersection lighting at Ariah Park, commenced however an easement issue saw de-certification of design. The easement issue is currently being resolved and re-certification of design so that physical works can be completed early in the 2023-24 year. Mary Gilmore Way reseals for segments 40, 50 and 60 deferred to 2023-24 year with funding committed as priority to the Segment 10, 20 & 30 project in the current year. Heavy Patching Works completed.			Completed for Current Year
14	Undertake Fixing Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program	Engineering Works Manager	Tara Bectric Road widening segments 4, 5 and 7 are funded within Fixing Country Roads Program. Segment 4 & 5 are completed with Segment 7 delayed with completion due by December 2023.			Completed for Current Year
15	Undertake Pavement rehabilitation/ Widening in accordance with the Pavement Rehabilitation/Widening Capital Works Program	Engineering Works Manager	Tara Bectric Road widening segments 4, 5 and 7 are funded within Fixing Country Roads Program. With Segment 4 & 5 completed and Segment 7 to be completed by December 2023. Urban Roads reconstruction works to upgrade to seal are progressing with an extension to funding through			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			to December 2023 following flooding natural disaster events.			

4.2.4: Maintain a sewerage network to service our urban areas

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Undertake Upgrade and renewal works on Sewerage and Recycled Water in accordance with identified program	Engineering Assets Manager	Maintenance and renewal program behind. - Sewer line CCTV scheduled for early 2023/24 Financial Year. - Desilting of Browns Dam has been deferred.			Completed for Current Year
02	Gain S60 approval for Sewerage scheme and recycled water scheme	Engineering Assets Manager	IWCM submitted to DPIE for review and concurrence. Significant work (Recycled Water Management Plan and system upgrades) remaining to achieve section 60 approval. Long term 5 year plus objective.	Water NSW		Completed for Current Year

4.2.5: Provide cemetery grounds that create respectful places for grieving families and friends, and which meet future interment needs of our local community

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Continue to improve functionality of the cemetery.	Director of Environmental Services	Working with FOTSC to improve all various aspects operations and facilities - New Screen fence, vegetation management practices, drainage improvements, new roads	Friends of Temora Shire Cemeteries		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	- Heavy patching and sealing of internal road * Update plinths in Lawn Cemetery (2 in alternate years)		etc. Another good year of achievement, in conjunction with FOTSC.			

4.3: A community that strives to minimise its environmental impacts

4.3.1: Provide waste management facilities and increase opportunities for recycling for residents and visitors

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Reduce the impacts of litter on our community	Director of Environmental Services	Container Deposit initiative is having a positive impact on roadside litter instances. TSC participating in RERO C Waste Forum programs to monitor prevalence of litter in our community as well as rolling out education campaigns that they develop in conjunction with NSW EPA			Completed for Current Year
02	Monitor illegal waste dumping hot spots within Temora Shire	Ranger	Illegal waste dumping is not a major issue at the moment, some issues do arise on occasions but this is rare for the time being. Local bins are being used occasionally for dumping household waste, mainly at the lake. This issue surfaces once a month but is not a common occurrence. Parking bays are better, Caravan parks and Platform Y, the Showgrounds no issues. Forest areas no problem at the moment ,National Parks touch base if any issues arise .			Completed for Current Year
03	Respond to community and Government	Director of Environmental Services	Review put to May 2023 Council meeting. Council resolve to keep with the Status quo and further support the Temora			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	demands for the provision of suitable recycling services within Temora Shire		Lions Club with the purchase and installation on a new Cardboard Recycling Press			
04	Maintain waste services in the village of Ariah Park	Director of Environmental Services	Weekly waste service being conducted by Waste management staff. Landfill site successfully operating using key system from Ariah Park Hardware. Funds being re-distributed back to the community via Ariah Park Community Projects committee. Container Deposit facility still not available despite being lobbied for by REROC Waste Forum. - Cleanaway-Tomra still being firm on the 1000 population figure required for such a facility to be provided.			Completed for Current Year

4.3.2: Decrease carbon emissions into the atmosphere (for example, through investment in electric vehicles and charging stations)

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Utilise solar power system installation where economic.	Engineering Assets Manager	Good progress in 2023/24. Recent installs include: - Temora Ag Innovation Centre - Temora Aerodrome x 2 - Pinnacle Buildings in Tonkin St & Aurora Street Recreation Centre is a major project for consideration in next 12 months.			Completed for Current Year

4.3.3: Manage weeds and pests to protect the environment

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Commitment to the eradication of urban weeds and pests	Director of Environmental Services	All funds expended. Good results considering wet year			Completed for Current Year
02	Ensure residents are not adversely impacted upon by untidy or overgrown lots	Ranger	Maintenance on blocks and housing is working well, new contractors also being used as well as our normal contractors. Feral pests are being dealt with upon request, crown lands are proving a challenge but eventually respond to requests. Railway issues take time to action but help arrives in weeks not days.			Completed for Current Year

4.3.4: Conserve and responsibly use our precious water resources

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ensure sustainable operation and usage of precious water	Engineering Assets Manager	Water use is relatively sustainable with a high percentage of use from recycled sources. Other areas of sustainability could be improved e.g. Procurement, Project Delivery, Energy Use, Sustainability Framework, etc.			Completed for Current Year

4.3.5: Protect our agricultural land by taking action to minimise soil loss and enhance soil health

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support for agricultural community efforts to	General Manager	Council is committed to the research facility, Temora Agricultural Innovation Centre. This organisation is focused on productivity and best practice agriculture.			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	preserve soil health					

4.3.6: Planting native vegetation to provide shade and shelter for livestock, reduce risk of salinity, improve soil productivity, reduce erosion, enhance water quality and create wildlife corridors

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support for agricultural pursuits that improve environmental outcomes	General Manager	Council is committed to the research facility, Temora Agricultural Innovation Centre. This organisation is focused on productivity and best practice agriculture.			Completed for Current Year

4.4: A community that enjoys a variety of open spaces for leisure

4.4.1: Provide parks, reserves, playgrounds and other open space with shade provision, seating and access to drinking water

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Commit to improving the utility of parks and recreation areas within Temora Shire	Engineering Assets Manager	Good progress made in 2022/23. - Shade installed at Nixon Park Playground, Lake centenary Playground and planned for Ariaiah Park Skate Park. - Council has rolled out the last of five GWCC drinking stations at Temora West Park in late 2022. - Recent amenity improvements made at Gloucester park and planned for Ariaiah Park Skate Park. - Funding secured for Bradley Park and Federal Park upgrades.			Completed for Current Year

4.4.2: Provide options for dog-off leash areas for residents and their pets to safely enjoy

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provide areas to enable pet owners to exercise pets	Director of Environmental Services	Future report to be tabled for new dog off leash area.			Completed for Current Year

4.5: A community that sustainably plans for its future

4.5.1: Strategically plan for how our land is used in the medium and long term to ensure that the social, educational, economic and environmental needs of current and future generations are met (including planning for industrial land release, residential lots, schools, open space) Temora Shire Council

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Upgrade of Temora Shire Land Use Strategies	Town Planner	Temora Local Housing Strategy endorsed by Council in June 2022. This will continued to be used to guide further growth in Temora over the short to medium term. The plan has been reviewed and updated in response to changing demands, new information, including 2021 Census, and new developments. Temora Local Environmental Plan amendments for Ariah Park village on hold until completion of Ariah Park Floodplain Risk Management Plan.	Planning NSW		Completed for Current Year

4.5.2: Maintain a Local Emergency Management Committee and Plan that prepares for, educates about and responds to local disasters

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provide emergency services to meet	Engineering Works Manager	Emergency services where provided meeting the needs of the community through holding the required three (3) Local Emergency Management meetings in August and	Rescue and Emergency NSW, Resilience NSW		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	the needs of Temora Shire residents		December 2022, and April 2023. Mock opening of the Temora Emergency Operations Centre (EOC) was undertaken in August 2022 as a functional exercise to ensure readiness to serve the community in response to emergencies. Review of the Temora Shire Council Emergency Management Plan (EMPlan) undertaken and changes adopted at the April 2023 LEMC meeting. Pre-Event recovery plan is being developed to meet the needs and plan for recovery of the community post emergency. Further education for the community is provided both on councils website and in council natural disaster dashboard which provides advice on pre-planning for emergencies and contact details.			

4.5.3: Implement community, environmental initiatives that promote tree planting, composting, growing vegetables and creating environments that promote biodiversity

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Support for environmental initiatives to improve outcomes for residents of Temora Shire	Director of Environmental Services	A new Landcare Support Officer has been appointed and operating in TSC local government area. Projects delivered include Tree Planting initiatives at Lake Centenary, Aboriginal education at Temora High School etc. Environmental Liaison Committee Small project funding has been utilized to assist in these projects delivery. Landcare Support Officer has recently resigned. New relationships to be re-established in 2023/24			Completed for Current Year

5: Internal Objectives

5.1: Internal Strategies

1: Assets

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ensure Capital Proposals are optimised and supported by Council	Engineering Assets Manager	Struggling to resource. Commit to deliver basic business case framework in 2023/24 Financial Year.			Not Progressing
02	Assets - Ensure the identification of road assets operated by Council	Engineering Assets Manager	Council has identified and quantified all road assets operated by Council. Some work remains regarding Council maintaining roads under the legal ownership of NSW (Crown Roads) and whether Council should obtain legal ownership of these assets. A report will be presented to Council in the first half of 2023/2024 Financial Year.			Completed for Current Year
03	Assets - Improved long term management of plant assets • Biennial review of Plant Asset Management Plan	Plant Manager	Review completed for 2022/23 year for plant replacement Asset Management Plan with main policy review needed late 2023.			Completed for Current Year
04	Assets - Long term management of	Engineering Assets Manager	Slower progress than anticipated. Revaluation of other infrastructure completed. Transport, Sewer, Buildings and Other Infrastructure registers in good shape. Rec and Open Space and drainage have significant work			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	Council assets		remaining. Higher level Asset Management Framework a focus in 2023/24 Financial Year.			
05	Assets - Improve long term management of sewerage assets and ensure sustainable operation	Engineering Assets Manager	IWCM complete in draft and remains with DPIE for review. Recent employment of an apprentice plumber in the sewer and recycled water area. Good improvements in the sewer and water space in 2022/23 Financial Year. Liquid Trade Waste a 2023/2024 focus. One employee down that will be employed in the 2023/24 Financial Year.			Completed for Current Year
06	Assets - Provide long term management of transport assets including biennial review of Transport Asset Management Plan and associated hierarchy plans	Engineering Assets Manager	Review not complete. Will occur early in 2023/24 Financial Year. Relatively slow year in the asset space, where other projects have taken priority.			Not Progressing
07	Ensure ongoing sustainability of Plant Replacement Program	Plant Manager	Annual plant replacement program was reviewed in support by policy with any new plant replacements sourced with sustainability in mind.			Completed for Current Year

2: Efficiency

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Present Council as a professional, efficient organisation	General Manager	This is an ongoing action and reflects on the adherence to model codes, relationships with stakeholders, adverse findings by oversight bodies and reputation in the community. The success of this strategy will become evident when the next resident satisfaction survey is completed.			Completed for Current Year
02	Ensure quality and homogeneity of Council works	Engineering Works Manager	Quality of works maintained through system processes to ensure adequate materials are sourced, staff are trained and experienced being developed for newer staff. Review of past projects in undertaking works ensure quality is maintained or improved where possible to foster continuous improvement. Quality and safety is a growing concern due to high turn over of staff in the outdoor workforce due inequitable pay against similar industries in Temora. This is seeing new staff who develop skills leave, with council having a few long-term staff close to retirement and majority of remaining workforce less than 5 years service. This issue needs priority attention in 2023-24 to ensure skilled and knowledgeable staff are retained in the outdoor workforce. Homogeneity of works is maintained with different methodology used for construction where projects require such due to site specific matters that need accommodating.			Completed for Current Year
03	Ensure modern approach to engineering administration and management	Engineering Assets Manager	Progress reasonable. 3 of 4 engineering staff undertaking formal study. Staff capacity to cover the quantity and complexity of work is difficult to unachievable currently. Many systems have required developing from scratch and this is challenging to deliver over and above day to day operations.			Completed for Current Year

3: Governance

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Maintain currency of Policies, Procedures and Business Rules	General Manager	All Council policies are included in the Pulse system, providing regular updates, acknowledgement and reminders to ensure currency. As required by the Local Government Act, core policies have been reviewed since the general election in Dec 2021, including Code of Conduct, Code of Meeting Practice, Local Orders. This ongoing review of policies will continue.			Completed for Current Year
02	Provide Mayor and Councillors with sufficient depth of information to enable effective decision making based on sound legislative, economic, social and moral bases	General Manager	Ongoing activity based on requirements of the Local Government Act			Completed for Current Year
03	Program a tour of inspection on the first and third year of a new council	Engineering Works Manager	Postponed first year tour undertaken in 2023. Third year tour will need planning for 2023-24 financial year.			Completed for Current Year

4: Information Technology

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	IT - Provision of Technology Plan for Temora Shire	Administration and Finance Manager	Specific feedback was requested from Council and received. With the new IT Support Officer commencing in June, it was decided to have the IT Support Officer work with Veritech (MSP) to review the feedback and make amendments to the Strategy where required.			Completed for Current Year
02	IT - Take advantage of emerging trends and technologies	Resigned	Hybrid technology (cloud and onsite) has been increasingly utilised in the back up/disaster recovery sector. Datto Cloud and Onpremise backups have been fully implemented and are in operation. As too has Datto O365 SaaS backups to cloud.			Completed for Current Year
03	IT - Optimise the use of business systems and applications	Resigned	Work is ongoing with Information to better streamline and upgrade the Content Manager system. Improvements made include reviewing the system and cleaning up unnecessary settings and issues with system processes. Content Manager is actively being upgraded to v10, with the go live date set for 8th July 2023.			Completed for Current Year
04	IT - Monitor and optimise the use of IT infrastructure and technology	Resigned	There are four sites which operate at the backbone of the network. Whilst there is still an ongoing intermittent issue for the NRCC-Chambers link, all four sites have redundant paths back to the chambers should they need it. Replacing the NRCC/Chambers link has been discussed, and is set to be quoted at the conclusion of a major CCTV network upgrade.			Completed for Current Year
05	IT - Review security issues	Resigned	Through the use of third party consultants, common vulnerabilities and exposures are actively being reviewed for relevance and actions are taken if necessary / affected.	Cyber Security NSW		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
	pertaining to ITC		Also as a part of the major CCTV network upgrade, older network devices are having configurations reviewed and modified to improve security where possible.			
06	IT - Review future direction of application of software	Resigned	The current system meets user expectations with the continual update of software. Firewall security software has been upgraded for improved security.			Completed for Current Year

5: Risk Management

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Risk Management - Minimise Council Risk exposure	Safety and Systems Coordinator	The risk management framework is under construction, with completion required by 30/6/2024. Council has approved, by resolution, Risk Management Policy RM-001 and the Risk Appetite Matrix/Criteria RM-100.2. Office of Local Government requirements stipulate that these two documents are to be approved by Council resolution.	Statewide Mutual		Completed for Current Year
02	Risk Management - Develop and implement a "Continuous Improvement Pathway"(Statewide Mutual)" which monitors the Risk Management performance of Council	Safety and Systems Coordinator	The CIP program has been completed for 2022/2023. It is difficult to enact recommended improvements with current resources and higher priority work. The 2023/2024 CIP Program will include Playground's which should create valuable and achievable improvements for TSC, when coupled with some of the improvement suggestions from the 2022/2023 "Signs as Remote Supervision" topic.	Statewide Mutual		Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
03	Risk Management - Commit, as an organisation, to actions, policies and procedures that support a safe and healthy workplace.	Safety and Systems Coordinator	All WHS Priority actions for 22/23 have been completed, ensuring TSC is will receive the WHS Incentive Payment. Development of the Risk management Framework (to meet Office of Local Government requirements) is progressing and will be completed prior to the 30/6/2024 deadline. Council has approved the Risk management Policy and Risk Appetite Criteria/Matrix.			Completed for Current Year

6: Staffing

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Ensure that succession planning of staff is in place and risk to Council implications are minimised	Payroll/Human Resources Officer	Workforce Planning aims to identify areas of Council where staff are about retire. In recognition of the fact that long serving staff hold enormous amounts of knowledge, staff are encouraged to share knowledge prior to their retirement. Over recent years staff turnover rates have increased. Council has appointed Trainees and Cadets in the Engineering and Finance teams, to foster a "grow our own" culture.			Completed for Current Year
02	Ensure optimal mix of staff to meet the operational needs of Council now and in the future	General Manager	The challenge of staff attraction and retention is a key priority moving forward for council. A review of Human Resource functions is underway.			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
03	Improve Council employment conditions and opportunities for people with challenging circumstances (family, disability)	Payroll/Human Resources Officer	Accessibility to workplaces and Council facilities has been improved, in conjunction with TSC Access and Equity Committee. Council offers flexibility for staff members where appropriate, allowing staff to work flexible hours, part times hours, or work from home if required. Council engages the services of Occupational Therapists/Physiotherapists to gauge employees capabilities and limitations to perform duties associated with particular positions.			Completed for Current Year
04	Aim to become an employer of choice	General Manager	Council are currently undertaking a review of the Human Resources function. The issue of attracting and keeping staff in a very competitive environment is a key consideration in the review, acknowledging that Council cannot compete on salary alone.			Completed for Current Year

7: Support Services

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Provision of Quarries that meet the needs of Council	Engineering Works Manager	Development of a new Quarry Safety Management Plan , with a GAP Analysis undertaken in May 2023 by a consultant to review this plan. A consultant was also engaged to take high resolution imagery of council quarries to allow development of site safety plans required by Legislation. Gap Analysis items to be actioned and site safety plans developed to allow finalisation of councils Quarry Management Plan in 2023-24. Practising Certificates to ensure statutory compliance under the Work Health and Safety (Mines and Petroleum Sites) Regulation 2014 gained by Engineering Works			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
			Manager, Overseer and Project/RMCC Coordinator. If already holding a practising certificate prior to 1st October 2022 you must complete the Certificate IV in Surface Extraction Operations (RII40115) prior to 1st October 2024 to retain a practising certificate. Councils Engineering Works Manager, Overseer and Project/RMCC Coordinator have all commenced this Certificate IV.			

8: Miscellaneous

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
01	Reduction in the financial cost, risk and disruption to Council works by Utility Providers	Engineering Works Manager	Not progressed due to complexity as this item which relates to section 138 of the Roads Act, 1993. Councils current process is detailed in the works in the road reserve or nature strip policy where residents along with utility providers can submit applications for works via councils website. Investigation into this matter needs undertaking as to action it is more than a policy review or new S138 policy as compliance monitoring would be required so a financial commitment to resource this would likely be required in terms of staff commitment through this being part of a position in council.			Completed for Current Year
02	Provide facilities for administration staff that meet the needs of users	Director of Environmental Services	Significant upgrade to workstations in Administration area. All new staff now comfortably accommodated. Some planning commenced to upgrade amenities aimed at incorporating a meal/staff room. Note: Additional funding will be required to progress the planning and design aspects on the next stage of this work.			Completed for Current Year

Action Code	Action Name	Responsible Officer Position	Annual Comment	Who can help - Partner	Traffic Lights	Status
03	Maintain relationships with external bodies	General Manager	Council is an active participant in regional and state based organisations. These include * Eastern Riverina Arts * REROC * Visit Riverina * Local Government NSW * Riverina Regional Library Service * Country Mayors Association * Lachlan Valley Transport Committee * Australian Airports Association			Completed for Current Year
04	Provide clear process for the conduct of events within Temora Shire	Economic Development Manager	Council has introduced an online event application process. This has assisted in the flow of information from applicants seeking to conduct an event supported by information resources on the process.			Completed
05	Develop priority projects to 'shovel ready' level to take advantage of grant opportunities	Engineering Assets Manager	Struggling to resource. Remain active and relatively successful in acquiring grants, however I acknowledge / highlight that projects could be better developed to improve scope creep and project outcomes. Currently struggle to have appropriate available resources.			Completed for Current Year
06	Ensure adequate resources to fulfil the needs of residents	Director of Administration and Finance	Council has advocated for a review of the rate peg methodology.			Completed for Current Year