



TEMORA

The Friendly Shire

TEMORA SHIRE COUNCIL OPERATIONAL PLAN END OF FINANCIAL YEAR REVIEW 2022/2023

Administration

Key Functions - Administration Services, Human Resources, Information Technology, Records Management, Financial Services
Policy Direction

- To manage all records in accordance with the State Records Act
- Commitment to e-commerce strategies
- Support a larger share of taxation revenue for Local Government
- Ensure Council's investment portfolio is properly managed to obtain highest possible secure interest yield within allowable form of investments

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Develop Records Management policies and procedures	Administration and Finance Manager	Policy and procedures developed	Completed for Current Year		Content Manager upgrade to 10.1 has been scheduled will be completed during early July 23. Development of policies and procedures is occurring currently in conjunction with training.
Develop, review and test IT internal systems and administration policies, procedures and documentation.	Administration and Finance Manager	Develop or review and test 4 policies or procedures annually	Completed for Current Year		Four policies have been reviewed, two new policies developed, ten new procedures developed and three procedures reviewed by Finance team members.
		Test completed			
Review, assess and implement recommendations of Human Resources functional review	Payroll/Human Resources Officer	Review report and provide presentation to Manex	Completed for Current Year		This is an ongoing action. Progress this financial year includes: Review of performance review question set and procedure, Managers have participated in "Conversations that Count" training to assist them in their managerial roles, Progress has been made on reviewing the Reward and Recognition policy.
		Develop HR strategy to address issues identified in HR review			
		Implement prioritised action from HR Review			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Special Rate Variation - Review IPART requirements and assess associated requirements in IP&R documents for compliance	Director of Administration and Finance	Review IPART requirements for SRV	Referred to the Next Financial Year		No progress on this item for this quarter.
		Review LTFP and note changes required for report to Council			
		Review IPR Documents and note changes required			

Airport

Key Function - Temora Aerodrome

Policy Direction

- Compliance with all CASA requirements to maintain registration
- Maintain sufficient land stock for future development of the Temora Aerodrome
- Lobby for the development of a Multipurpose Facility at the Aerodrome to meet the needs of user groups

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Seek opportunities for the attraction of aviation business to Temora Airpark	Economic Development Manager	Attraction of business to the Aerodrome precinct	Completed for Current Year		As all existing lots are sold, the development of additional lots on the Airpark Estate is an essential next step to attracting investment. There are 63 lots approved for the next stage of the airpark expansion with 23 lots planned for delivery by a private developer in the next 12 months. Work continues to support the retention of the ADF Parachuting School and other potential commercial users of the airport once lots are available.
Implement the findings of the adopted Aerodrome Master Plan and Aerodrome security audit	Engineering Assets Manager	Plan implemented	Completed for Current Year		Progress report provided in June 2023. Action ongoing.
Support activities that attract appropriate recreational aviation users of Temora Airport	Economic Development Manager	Conduct of events at Temora Aerodrome	Completed for Current Year		Users of the airport are returning since COVID impacted operations of many regular events, however the detonators stored in the bunker caused the cancellation of a number of key events over the past 12 months. The removal of the detonators in April 2023 will help to ensure these events can return. The National Aerobatics Championships is confirmed for later in 2023. The ADF Parachuting School provides a complimentary and regular use for the airport, contributing significantly to the local economy.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Hold regular meetings of the Aerodrome Committee	Engineering Assets Manager	Meeting frequency	Completed		Complete for 2023.

Aged & Special Needs Care

Key Functions - Aged Care, Home & Community Services (HACC), Persons with Disabilities, Senior Citizens Policy Direction

- Support existing providers of aged care services in the development and retention of facilities and services
- Undertake regular and comprehensive consultation to ensure that the current and future needs of senior residents are met • Continue to seek funding for programs that improve the options available for frail aged and disabled

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Disability Services - Include images of people that represent the diversity of our community, including those with disabilities, in Council publications	Communications Officer	Increased diversity in photos	Completed for Current Year		Images used in Council publications show a diverse range of people including those with disability.
Attendance and participation in Interagency Meetings by relevant staff including Pinnacle, Youth and Community Services	Youth Development Officer	Attendance at meetings and referral of minutes to GM	Completed for Current Year		Youth Development Officer attended bi-monthly Interagency and Keeping Them Safe meetings (unable to attend April meeting). To ensure an economical use resources, there was considerable liaising between the Temora Community Centre and Youth Department when scheduling school holiday programs, with the close working relationship between our organisations ongoing.
Pinnacle Community Services - Maintain Aged Care Provider approval	PCS - Manager	Meet all standards in Aged Care Quality Standard Audit	Completed for Current Year		No audit date has been confirmed by Aged Care Quality Commission to date. However ongoing audit preparation continues through policy, procedure and document reviews.
Pinnacle House - shed upgrade to enable increased community inclusion for Pinnacle day program groups	PCS - Manager	Completion of plans and quotes for upgrades	Referred to the Next Financial Year		Update - 29/3/23 - still waiting on quotes from builders. Proposed upgrade to Aurora St shed have been drafted by T. Pellow. Draft plans forwarded to builders to gain quotes in preparation for grant applications. Waiting for quotes.
		Application for grant funding			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Disability Services - Provide disability awareness training to staff, new and current, as well as Councillors	Payroll/Human Resources Officer	Investigate training providers	Referred to the Next Financial Year		A provider of Disability Services Awareness training has been identified. Training to be scheduled in the next financial year.
Provide donation equivalent to 25% of General rate to the following: • Arianh Park Senior Housing, • Temora Senior Citizens Group, • Arianh Park CWA	Administration and Finance Manager	Donation made	Completed for Current Year		Donations processed.
Access and Equity - Investigate options to enable equitable access to business premises and promote the assistance through The Access and Equity Ctee	Town Planner	Investigation undertaken and referred to A&E	Completed for Current Year		This Committee has met three times during the 2022/23 year. The Committee has considered reports about water hazard access issues and ramp access in Arianh Park, braille bombing event in October, accessible parking, footpath extensions and improving access to local community buildings through preparing designs and seeking grant funding for upgrades.
Pinnacle Community Services - Maintain NDIS registration	PCS - Manager	Meet all National Disability Service Standards - desktop audit	Completed		Mid-term audit against the National Disability Insurance Scheme (NDIS) practice standards 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 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.
		Meet requirements of full onsite audit			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Pinnacle Community Services - Hold an acknowledgement function for Carers annually	PCS - Manager	Hold Carers Function in Carers Week	Completed		Carer's Week function held Friday 21/10/22 at Bundawarra Centre. The event was attended by 10 carers of our aged and disability clients.
Disability Services - Maintain a Temora Shire Disability Inclusion Action Plan	PCS - Manager	Report to Council	Referred to the Next Financial Year		The current plan expired at 30/6/22 and work is being done to develop a new plan.
Aged Care Services - Conduct a positive ageing expo/ information session	Economic Development Manager	Event held Report to Council post event	Completed		Active ageing held on 10th February 2023 in the Temora Town Hall with support from a wide range of exhibitors and attendees.
Aged Care Services - Advocate for additional funding for Whiddon Homes in their efforts to redevelop Greenstone Lodge	General Manager	Contact stakeholders to focus on needs	Completed for Current Year		Very disappointing result with funding for the Greenstone Lodge upgrade being withdrawn by new Federal Government
Aged Care Services - Support developments that increase the volume of affordable, senior and disability accommodation	Economic Development Manager	Apollo Place DA lodged	Completed for Current Year		Sale for Apollo Place to Dr Parry Homes completed. DPH to commence scoping and design works. Council introduced DPH to provider of short term relocatable housing as an option to expedite part of the project whilst providing housing for temporary workers that could be used for affordable housing in the future. Initial conversations held with Young Crisis Accommodation Centre regarding the establishment of short term accommodation in Temora for individuals and families with no where to live

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Access and Equity - Report on current provisions and upgrade options for disability parking spaces with the CBD	Engineering Assets Manager	Report provided to Access and Equity Committee	Completed		Reported to Council June 2023. Referred to 2024/25 budget estimates.
Access & Equity - Review access to public buildings and businesses in conjunction with TBEG and Access and Equity Committee	Director of Environmental Services	Review by Access and Equity Committee and approach to business regarding assistance	Completed for Current Year		Conducted reviews at the Optometrist, dentist, laundry mat and Community Centre. No follow through from these business except the Community Centre who were successful in gaining funding of \$120K. This project will be completed in 2023/24. A new review has now commenced into Temora Town Hall access ramp. Outcomes will be reported to a future Access and Equity meeting. additional buildings will be assessed each year.
Maintain a Pedestrian Access and Mobility Plan (PAMP)	Engineering Assets Manager	Plan reviewed and endorsed by Council	Referred to the Next Financial Year		Review not complete. Will look to report to Council in first quarter of 2023/2024 Financial Year.

Commercial Services

Key Functions - Caravan Parks, Land Stocks, Sale Yards, TAIC

Policy Direction: • Develop the existing caravan parks to a level where commercial interest would find the facilities attractive to lease or buy • Retention of caravan park facilities in Ariah Park and Temora

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Seek ongoing funding for the operations of TAIC	Director of Administration and Finance	Formal representations made to Ministers for Agriculture	Completed for Current Year		This item is ongoing.
Provide ongoing support for TAIC as detailed in the adopted licencing agreement	Director of Administration and Finance	Budget provided in accordance with the lease agreement	Completed for Current Year		This is an ongoing item.
		Conduct meetings of the Management Committee			
Review the promotion of the TAIC in conjunction with Farmlink	Director of Administration and Finance	Support engagement/promotional events in accordance with the terms of TAIC Community Engagement Strategy (CES)	Completed for Current Year		Signage at the facility has been upgraded to promote the facility and the partnership between Council and Farmlink. A catch up with Council and Farmlink Board members was scheduled, however the event did not proceed due to low availability to attend.

Communications

Key Function - Narraburra News, Social Media, Websites

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Implement the actions of the internal communications review	Communications Officer	Implementation plan completed and distributed to stakeholders with a quarterly update to Manex	Referred to the Next Financial Year		Awaiting the return of staff member from extended leave
Hold a ratepayers meeting to enable access by the public to Council officials	General Manager	Meeting held	Referred to the Next Financial Year		The meeting will be held early in the 2023/24 financial year
Volunteers - Acknowledge volunteers and promote volunteering opportunities through Narraburra News and digital media	Communications Officer	Monthly articles in Narraburra News Promotion of events Volunteer Engagement Plan developed	Completed for Current Year		Volunteers and volunteering opportunities are regularly communicated through social media and Narraburra News. In the March Narraburra News, there was an article regarding volunteering opportunities.
Maintain the currency of the Direct Me guide	Communications Officer	Ongoing update of document Full revision of content	Completed for Current Year		The Direct Me Guide is updated regularly and as information is made available.
Adopt and implement a Diversity Inclusion Action Plan	Communications Officer	Adoption of plan by Council	Referred to the Next Financial Year		Progress has been slow due to the staff member being on extended leave.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Provide relevant information about housing, services, facilities and opportunities for community involvement to potential new residents	VIC Manager	Currency of information	Completed for Current Year		New Resident packs are reviewed and updated every three months. Real estate agents are contacted and asked how many new packs they would like. New packs are then delivered. Approximately 30 packs have been given out in the last 12 months.
Hold an annual meeting with rural ratepayers in rural localities on a rotational basis to discuss locality issues in conjunction with the local Councillor	General Manager	Arrange meeting	Referred to the Next Financial Year		Meeting to be arranged in early 2023/34
Undertake a Walk and Talk Tour of Temora for Councillors and support the Coffee with a Councillor Program	General Manager	Tour undertaken Conduct of Coffee with a Councillor events	Cancelled by Council		Walk and Talk Tour cancelled due to lack of Councillor numbers
Narraburra News - Review the delivery of Narraburra News to the residents of Temora Shire	Communications Officer	Report to Council on efficacy of trial period	Completed		The decision was made by Council at the end of the 2021/22 financial year to continue the delivery of the Narraburra News in the Temora Independent.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Promote the achievements of Temora Shire residents through the 'Home grown heroes' program	Communications Officer	Program developed & published	Referred to the Next Financial Year		Program on hold due to staff member being on extended leave.
Adoption of the model Social Media Policy developed by the Office of Local Government	Communications Officer	Adoption by Council following report	Completed		Adopted by Council.
Digital Media - Implement and maintain a grant subscription service for Council and residents	Economic Development Manager	Grant Guru service available to residents	Completed for Current Year		The portal continues to be a worthwhile investment with 81 registered users. In the Q4 of the 2022/23 financial year there were 112 visits to the portal.
Digital Media - Regularly publish a mailer and social media posts for job vacancies in Temora Shire	Communications Officer	Publication of job mailer	Completed for Current Year		A job mailer, which also posts to social media, is sent out on a regular basis.

Community Services

Key Functions - Child Care, Cultural Services, Education, Library Services, Town Hall Theatre, Town Hall

Policy Direction • Continuation of a Government funded childcare service through the Bland/Temora Family Day Care Scheme • Continued employment of a Community Services Officer • Support for Imagine Temora and membership of Eastern Riverina Arts (ERA) • Maximise the opportunity for cultural exchange with sister cities • Develop opportunities for relationship with Charles Sturt University (CSU) • Upgrade of the town hall facilities to meet the needs of a modern day conference/ entertainment venue

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Temora Arts Centre - Implement the Plan of Management for Temora Arts Centre and minimise impact on Council budget, including the appointment of the Temora Arts Centre Advisory Committee	Arts Centre Manager	Appointment of Temora Arts Centre Advisory Committee	Completed for Current Year		The Temora Arts Centre Advisory Committee has been appointed and is operational. Due to staffing constraints, the Plan of Management is currently under review and actions have been deferred to the next financial year.
		Review the contents of the Plan of Management			
		Implementing priority actions in Plan of Management			
Arts and Culture - Explore options for youth to utilise Temora Arts Centre	Youth Development Officer	Liaise with Temora Arts Centre Manager to determine opportunities and report back to Youth Committee	Completed for Current Year		Youth Development Officer and Youth Programs Coordinator are actively liaising with the new Arts Centre Manager to explore ways Youth programs can utilise the Arts Centre. The Arts Centre Manager is currently mentoring the Gaming team at Platform Y, building stronger connections with local Youth.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Arts and Culture - Explore options for seniors` to utilise Temora Arts Centre	PCS - Manager	Survey clients to determine interest	Completed		150 surveys sent to current Pinnacle clients in Oct 2022. 43 surveys returned. Results are attached. Pinnacle Community Services Manager will continue to liaise with Arts Centre Manager to ensure that Pinnacle clients are aware of opportunities for art and cultural options at Temora Arts Centre.
Arts and Culture - Maintain membership of Eastern Riverina Arts and attend meetings	Arts Centre Manager	Retention of membership	Completed		Membership maintained.
Arts and Culture - Conduct Temora Shire Council Art Prize	Arts Centre Manager	Temora Arts Prize held	Completed		Temora Shire Arts Prize held on 8 October 2022
Support the establishment of a U3A campus in Temora	General Manager	Commencement of Campus in Temora	Completed		Campus due to commence 1 July 2023
Arts and Culture - Develop exhibitions and arts events in conjunction with the Temora Arts Centre Advisory Committee	Arts Centre Manager	Identify and hold exhibitions	Completed for Current Year		Temora Art Trail delivered as part of the Drench Festival in March 2023. Life Drawing Class, Florals Workshop, and Eco Printing also delivered during March. Online platform set up for Arts Centre room bookings. David Schlunke Exhibition delivered at the Bundawarrah Centre. Open day held June 11.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Arts & Culture - Conduct Creative Lifestyles Expo	Economic & Community Development Officer	Conduct Creative Lifestyle	Completed		The DRENCH Festival was delivered between 24th February to 2nd April, in place of the Creative Lifestyle Expo. DRENCH was funded by the Reconnecting Regional NSW Community Events program. The 30 arts/culture events were delivered by the Community Events Program Coordinator. Temora Shire community were invited to participate in the varying events with a total number of attendees to be approximately 8495.
Hold a welcome function for new residents	Economic & Community Development Officer	New resident event held	Completed		Council's Economic & Community Development Officer has delivered three new residents events. These events include Welcome to Tea Town (September 2022), Community Bowls and Cultural BBQ (November 2022) and the Lunar New Year (February 2023). All three events were well received and attended by Temora Shire residents.
Events - Support events determined by resolution of Council and the following events (at a minimum) , • International Women's Day • Australia Day (ECDO) • Volunteers Week • Mary Gilmore Festival (S355) Including seeking grant funding for those events	Economic & Community Development Officer	Conduct of successful events	Completed		The Mary Gilmore Festival took part in October 2022. It is noted that the Mary Gilmore Festival will not be returning in 2024. The 2023 Australia Day pool parties and ceremonies were conducted at Ariah Park and Temora. Drench Festival delivered 30 events under the branded umbrella. Embrace Festival was an inaugural multicultural event in Temora, held in early April. No requests to support local International Women's Day events received, however Council has resolved that IWD is to be acknowledged and celebrated by Temora Women's Network annually. In May, Council resolved to hold an annual Volunteers Week event, beginning in 2024.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
NRCC House - Undertake upgrade of the external appearance of NRCC House, signage & internal security	Library Manager	Completed designs for the external upgrade of NECC House, including consultation with Heritage Advisor	Referred to the Next Financial Year		State Library progress report completed in December 2022. Still in consultation with Heritage Advisor in relation to quotes. Approached local builder (Mick Reardon) + painter (Mick O'Callaghan) to carry out works when required. Behind schedule approx. 3mths. Painting completed in April 2023 for external façade. Wood paneling in foyer still progressing at May 2023, waiting on quotes from external companies, Supawood + Sceenwood. In consultation with Mark Rayner-Cuttlefish Design, to plan building signage. Expected completion date OCT 2023. Final report due to State Library DEC 2023.
		Update signage, entrance and exterior of NRCC House			
Arts and Culture - Develop a comprehensive Public Art Policy	Arts Centre Manager	Completion of Public Art Policy	Referred to the Next Financial Year		Held in abeyance due to staff long service leave and staff resignation
Ariah Park Community Hall - Provision of a donation equivalent to rates	Administration and Finance Manager	Donation Made	Completed		Donation processed.
Springdale Memorial Hall - Provide financial support to Committee	Director of Environmental Services	Funds allocated	Completed		Works Completed and funding expended. New septic tank installed to service hall/rest Stop toilets also.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Library - Review the promotion and service offerings at Temora Library and Ariaiah Park Library	Library Manager	Evaluate program offerings and services	Completed for Current Year		Programs reviewed in Jan 23' to determine viability. Promotional material updated, new programs added in consultation with Economic & Community Development department to include community members from all backgrounds. Research into providing quarterly Storytime at Ariaiah Park, in communication with Ariaiah Park Preschool & other community services to determine viability. Ongoing research for providing current programming that the community would like, e.g. author visits.
Library - Promotion of the mobile library service at Ariaiah Park	Library Manager	Provision of advertising/ promotion of mobile service	Completed for Current Year		Increase in promotion via social media platforms & extra advertising. Communication with Ariaiah Park Diary Manager to include dates in flyer. Dates advertised on site at Temora Shire Library. Continue this into the 2023-24 year.
Temora Memorial Town Hall - Undertake a promotion and advertising campaign to increase usage of the Temora Memorial Town Hall including Temora Town Hall Theatre	Environmental Services Technical Officer	Promotion strategy developed in conjunction with Communications Officer	Completed for Current Year		Meeting held with Economic Development Manager and Communications to discuss, implement and action plans. Items including bar stools, wine glasses, serving trays and wine buckets were purchased during the year. Further discussions in regard to engaging a local photographer to capture professional images of functions held to use for promotional/marketing material. A meeting was also held with Economic Development Manager and Communications Officer to discuss upcoming events within the community that could make use of the Town Hall facility, and ideas for promotional material and marketing. A promotional pamphlet is a work in progress.

Economic Development, Tourism & Resident Attraction

Key Functions - Economic Development, Tourism

Policy Directions • To lobby for continued improvement of and access to services, transport, communications and utilities for Temora Shire • To attract grant funding to assist in the development of the Shire • To build a strong and united community force for the growth and sustainability of our Shire. • To plan for the possibility of a sudden upsurge in investment and population which may result from a new mine or other large employer • To keep State and Federal members informed of Temora's needs and our strategies to meet those needs. • To maintain close links with relevant State and Federal Govt. Departments, agencies and Regional Offices. • Increase the access to information regarding TSC and Government programs initiatives and funding opportunities to the community via newsletters and webpage on Council and www.temora.com.au websites • Maintain membership of Regional Tourism Bodies • Proactively seek business opportunities for Temora Shire including villages

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Develop priority projects to 'shovel ready' in order to take advantage of funding opportunities as they arise.	Economic Development Manager	Funding application for Lake Centenary Master Plan submitted	Completed for Current Year		Railway Precinct Master Plan community consultation, business case development and design concept design commenced and scheduled to run through until August 2023. Ambulance Museum Stage 3 development application approved by Joint Regional Planning Panel and shovel ready. Awaiting announcement of appropriate fund for construction phase. Airpark Expansion - expression of interest submitted for funding up to 63 lots under the Growing Regional Economies Fund. Invitations for round 2 of the program expected in July 2023. Lake Centenary Master Plan - Awaiting outcome of Boating Now funding application.
		Funding application for Railway Precinct Master Plan submitted			
		Funding application for Ambulance Museum Stage 3 development submitted			
		Application for funding of Apollo Place development submitted			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
		Temora Aerodrome expansion plans confirmed			
Economic Development - Actively target, and support businesses that enhance and diversify the local economy	Economic Development Manager	Attraction of new business	Completed for Current Year		2022/23 has been a significant year in terms of business growth. Several new smaller businesses have established and many existing businesses have expanded. The remains a significant pipeline of businesses looking to establish or continue to expand in the Shire, coupled with large infrastructure projects that will provide a sizeable economic contribution. Challenges with finding skilled workers, housing shortages, long lead times on securing supplies, and rising costs of development , are also causing delays to business growth.
Economic Development - Provide advice and support to TBEG including provision of assistance to employ an Executive Officer	Economic Development Manager	Support for TBEG	Completed		TBEG continues to provide an important partnership with Council, operating as the main connection to the business community and delivering key events and activities that support Council's objective to grow the economy and support economic and community prosperity. Council's financial contribution to TBEG is essential for maintaining the financial sustainability of the organisation and provides a substantial return on investment when compared with funding a staff member to undertake the same works.
Economic Development - Attend relevant Economic Development Forums and conferences	Economic Development Manager	Attendance at RAI Regions Rising Conference	Completed		Forums attended include the Quarterly RDA Riverina EDO forums, LG NSW Tourism Conference, and RAI Regions Rising Conference.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Economic Development - Develop strategies to invigorate the Hoskins St CBD to ensure future prosperity	Economic Development Manager	Report to Council and strategies implemented	Completed for Current Year		Hoskins Street Upgrade - Concept Plan prepared and detailed engineering plans are being prepared by successful tenderer, Tonkin and Associates. Once finalised council will conduct a community consultation program including business owners in the affected blocks. Night Time Economy Strategy - TBEG engaged to assist with developing the strategy over H2 of 2023. Outdoor Dining Policy - reviewed and updated to encourage outdoor dining through a simplified process.
Economic Development - Support the expansion of shopping experiences with Temora	Economic Development Manager	Conduct a retail merchandising course for local business	Completed		There continues to be a strong growth in shopping experiences in Temora with retail spaces consistently being filled as new enterprises open. Sales of existing businesses to new owners has also been relatively strong. The rise in interest rate and increasing inflation is proving a challenge for many small business owners. This will need to be monitored over the coming year as reduced consumer spending begins to impact shop owners.
Economic Development - Support businesses to attract and retain a skilled work force	Economic Development Manager	Support to find skills through the GROW program	Completed		Along with participation in programs to encourage workforce attraction such as NSW GROW, Country Change, and Regional Activators Alliance, Council has supports businesses to attract and retrain staff by regularly publishing a list of local job vacancies, coordinating the Temora Careers Network, promoting apprenticeship and traineeship opportunities, and partnering with TBEG to undertake an HR capability assessment.
Support relevant organisations to prepare grant applications and predevelopment templates	Economic Development Manager	Grant assistance advertised Provide grant assistance to local organisations	Completed for Current Year		A successful year in assisting various organisations to complete funding applications and secure funding. Organisations supported include the Temora Medical Complex, Temora Bowling Club, Teyes Australia, Temora Golf Club, Temora Public School, Temora High School, Ariah Park Central School.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Economic Development - Participate in relevant Government and Non-Government programs for regional growth	Economic Development Manager	Country Change agreement signed	Completed for Current Year		With more jobs than people workforce attraction continues to be the major focus of regional growth programs. Council continues to be an active participant in the Country Change program, Regional Activators Alliance, and NSW GROW program as means to attract skilled workers to the Shire.
Tourism - Ensure Visit Temora brochures and pdf's are continually updated	VIC Manager	Review brochure and stock levels and report to the Economic Development Committee	Completed for Current Year		Canola Trail brochure remains current and the Temora Down to Earth brochure supplies have been exhausted. Consideration is being given to updating the latter document.
		Refreshed PDF's are published and distributed			
Tourism - Review the merchandise offerings at VIC including Canola Trail, with a focus on locally produced products	VIC Manager	Investigate options for merchandise at Temora VIC with a primary focus on quality local and Australian made products	Completed for Current Year		Council established tourism initiatives have been supported and new collateral includes a Canola Trail postcard and fridge magnet.
		Merchandise stocked by VIC to be sourced locally			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Tourism - Encourage all tourism operators to get listed on Get Connected, Council Website, Google and Trip Advisor	VIC Manager	Contact all tourism operators regarding status and feedback on listings and report to Economic Development Committee	Completed for Current Year		Tourism operators are encouraged to list and update their business sites on Google, Tripadvisor, Temora Website and Get Connected. At present tourism operators listed on Google = 88.23% Trip adviser = 54.41% Temora Website 86.76% and Getconnected 31.88%.
		Operators listed on websites and apps			
Tourism - Develop tools that encourage conference and events organisers to come to Temora Shire	VIC Manager	Conference and events guide published	Completed for Current Year		A database has been completed with all possible places to hold events/ conferences. The database includes the place, address, contact details and how many the venue will hold. This can be emailed, posted to event organisers wishing to hold an event/ conference/workshop in the Temora Shire.
Tourism - Maintain membership of, and actively participate in, regional tourism bodies	Economic Development Manager	Visit Riverina agreement signed	Completed		Active membership in Visit Riverina maintained through 2022/23. Active participation in the initiatives directed by Destination Riverina Murray.
Tourism - Work with Junee and Coolamon Shire's to actively develop and promote the Canola Trail experience and brand in all relevant tourism channels	Economic Development Manager	Report to Council regarding Canola Trail activities	Completed for Current Year		A successful year for the Canola Trail, the first year with new industry partners in the Junee Licorice Factory, Temora Aviation Museum and Coolamon Cheese. The partnership is in a strong position to leverage the joint funding and marketing resources of the member organisations.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Visitor Information Centre - Proactively maintain and distribute new residents packs to solicitors and estate agents as well as directly to new residents	VIC Manager	Ensure all real estate agents and solicitors have an adequate supply of new resident kits	Completed for Current Year		New Resident packs are reviewed and updated every three months. Real estate agents are contacted and asked how many new packs they would like. New packs are then delivered. Approximately 30 packs have been given out in the last 12 months.
Tourism - Proactively engage new and existing tourism operators to ensure that they are utilising the full range of services offered by Visit Temora	VIC Manager	Temora Shire Tourism Forums held	Completed for Current Year		The annual Tourism Forum was held to engage new operators on the 7th June.
Visitor Information Centre - Research new commercially viable visitor experiences that can be coordinated by the VIC	VIC Manager	Provision of update to Economic Development Committee of existing and new experiences quarterly	Completed for Current Year		Information has been forwarded on with ideas for the Master plan for the Railway Precinct for an exhibition Centre showcasing grain that is grown in our region. The exhibition Centre could show the stages of grain growing and being harvested, stored and the uses for it after it is harvested. Models of different machinery used to cultivate, and harvest, samples of different grains to be on show. This could be coordinated by the VIC if implemented.
Visitor Information Centre - Maintain a Tourism Operators Database	VIC Manager	Development and maintenance of a comprehensive database that includes services, contact details, hours of operation at a minimum	Completed for Current Year		A Tourism Database has been maintained for the current year.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
		Self preference management email issued to all database contacts			
Visitor Information Centre - Create and distribute a list of services and opportunities specific to tourism operators	VIC Manager	Create and maintain currency of an electronic mailing list of Tourism operators	Completed for Current Year		Photocopied lists featuring opportunities for Dining out, Accommodation, Sport & Recreation, Regular Events, For the Kids, Pampering, Antiques and Boutiques lists are produced and updated on an ongoing basis and available for collection from the Visitor Centre
Economic Development - Develop a night time economy activation plan in conjunction with TBEG	Economic Development Manager	Activation plan developed and submitted to Council	Completed		TBEG engaged in May to develop a plan throughout 2023/24
Economic Development - Work with Environmental Services, state agencies, landowners and local developers to ensure there is a sufficient pipeline of available land for development	Economic Development Manager	Development application for new industrial land submitted	Completed		With over 400 new lots either under construction or in the pipeline, Temora Shire remains in a relatively strong position with regard to the supply of residential and industrial land. Council's Deferred Developer Infrastructure Payment Policy plays a key role in securing private development in the shire. The gradual review of the LEP and rezoning of packaged lots also ensures that there will be land available beyond the existing pipeline. There continues to be a need to secure a agricultural business park for industries not suitable for the industrial estate. Council officers are working with private landowners to identify suitable sites.
Tourism - Support for Warbirds 2022	General Manager	Successful Warbirds Downunder event	Not Due To Start		Warbirds cancelled for 2022.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Youth - Support work experience and training programs offered by schools within the Shire	Youth Development Officer	Form the Temora Careers Network	Completed for Current Year		Temora Youth Careers Network (TYCN) met regularly, attended by TAFE, RIEP (Regional Industry Education Partnerships), Council representatives (Youth Development Officer, Economic Development Manager & Officer) & local school careers advisors. The group aims to support young people into work, identify needs of local youth, share resources, plan activities, coordinate communication & work with local businesses. Positive outcomes from TYCN include: Following discussion, RIEP program will deliver Gen T program with THS and local businesses; Support for TAFE open day; THS funded for 10 students to participate in Girls Can Too program at TAFE Wagga to try trades; YDO discussed options with Rotary to support & increase participation in 'Mock Interview' evening; Assist careers advisors with engaging local speakers for school based programs. TAKE THE LEAD Youth Leadership Program strengthened community connections & helped young people confirm their place in Temora community.
Youth - Promote apprenticeship and traineeship opportunities within the Shire	Youth Development Officer	Apprenticeship and trainee opportunities list promoted through schools and social media	Completed for Current Year		Temora Careers Network met regularly throughout the year. Members include representatives from Council (Youth Development Officer, Economic Development Manager and Economic Development Officer), Temora TAFE, RIEP (Regional Industry Education Partnerships) and Temora High School. Arah Park Central and St Anne's Central School attended our most recent meeting. The REIP program will continue to promote apprenticeship and traineeship opportunities with local employers to local students this year.
Visitor Information Centre - Maintain accreditation	VIC Manager	Maintenance of accreditation	Completed		Accreditation has been maintained

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Economic Development - Support the concept of local markets	Economic Development Manager	Conduct of markets in Temora	Completed for Current Year		Since the Quota Club discontinued there have not been any regular markets in Temora. The operator of the Temora Town Markets has the intention to deliver more markets however is time poor. Market opportunities exist through events such as the TBEG Christmas Fair, T-Light, and the Youth Made Markets program.
Support the delivery of improved mobile phone coverage	General Manager	Level of satisfaction with coverage	Completed for Current Year		Submissions made to Telstra and Government regarding black spots
Economic Development - Identify strategies to meet the requirements for temporary worker accommodation	Economic Development Manager	Report on temporary worker accommodation presented to Council	Completed		The need for temporary worker accommodation continues to be a hot topic across the region driven by several large scale infrastructure projects. Council officers continue to work with regional agencies such as RDA Riverina and the Industry Capability Network, as well as directly with project managers to understand the demand for and timing of accommodation. Where possible, officers are encouraging developers to consider and plan for housing early, connecting developer with housing providers and landowners in creative ways. With delays to Inland Rail's Illabo to Stockinbingal project and minimal details available about the accommodation needed to house workers for the hospital upgrade, there is further that can be done until more clarity is available and successful tenders for the works are announced.
Investigate opportunities to assist access to tertiary and vocational education within Temora Shire	Economic Development Manager	Report to Council on opportunities	Referred to the Next Financial Year		This action has not progressed due to a focus on other projects.

Emergency Services

Key Functions - Rural Fire Service, State Emergency Service, Fire Brigade, Police and Ambulance

Policy Directions • Support and maintain the zoning arrangement with Bland Shire Council • Ensure that all personnel have adequate training to perform their function

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Develop an emergency communications procedure	Engineering Works Manager	Development of procedure for submission to Council	Referred to the Next Financial Year		Initial discussion and investigation carried out between Engineering Works Manager and Communications Officer. The matter has been referred to next financial year for completion due to extended leave for the communications officer.
Hold 3 (three) meetings of the LEMC annually	Engineering Works Manager	Meetings held	Completed		Three meetings held for 2022-23 year being 3rd August 2022, 7th December 2022 and 4th April 2023.

Engineering Services

Key Function - Management, Administration, Contract Services, Design, Road Safety, Asset Management, Procurement

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Development of a maintenance Memorandum of Understanding (MOU) and technical procedure with Goldenfields Water County Council for working within the road reserve and requirements of road re-instatement works	Engineering Works Manager	MOU adopted by Council and signed by Goldenfields Water	Referred to the Next Financial Year		Ongoing matter, with some progress in April 2023 with a meeting held between council officers and Goldenfields Water delegated officers. Matter still needs further work next year to finalise.
Develop a S138 Policy & Procedure Framework for Works in the Naturestrip / Road Reserve applicable also to utility providers	Engineering Assets Manager	Policy developed and endorsed by Council	Referred to the Next Financial Year		Gathered information, however have been unable to resource development of Council policy at this stage.
Review of engineering policies and procedures	Engineering Assets Manager	Review all engineering policies identified for review Review engineering procedures	Completed for Current Year		RAV Policy Reviewed, TIAC Dam Policy Reviewed.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Review of plant and equipment policy framework and Asset Management Plan	Engineering Works Manager	Undertake review and report to Manex to develop policy for presentation to Council	Referred to the Next Financial Year		Councils Plant Manager retired in June 2023. Once a new Plant Manager commences in the position this policy framework will be reviewed to include input from the new manager to be undertaken in the 2023-24 year.
Road Safety - Support programs by the Road Safety Officer that promote responsible behaviour in vehicles pertaining to drugs and alcohol	Road Safety Officer	Increased knowledge of risks associated with drugs and alcohol	Completed		Project Completed.
Hold a minimum of one Roads Hierarchy Committee meeting annually with a view to transitioning to comprehensive Asset Management Committee meetings	Engineering Assets Manager	Conduct of meeting	Referred to the Next Financial Year		Incomplete. Overlaps with Assets and Operations. Think it needs to stay but we need to define the purpose and terms of the committee.
Hold a minimum of 4 Traffic Committee Meetings annually	Engineering Works Manager	Conduct of meeting	Completed		4 Traffic Committee Meetings held during the 2022-23 year with the last one 6th June 2023.
Road Safety - Maintain RSO Facebook page and update Council's social media platforms and website with up-to-date road safety information	Road Safety Officer	Social Media Post	Completed for Current Year		Continuing to update Facebook page with relevant road safety information.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Road Safety - Undertake programs in accordance with the LGRSAP	Road Safety Officer	Programs conducted	Completed for Current Year		Projects completed.

Engineering Works

Key Functions - Parking, Street Lighting, Street Trees

Policy Directions • Improve the quality of street lighting by the installation of more energy efficient, low maintenance systems • Secure quarry sites strategically located around the shire (subject to quality requirements) to minimise travel time to works

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Complete design of Improvements to drainage in Industrial area and schedule delivery	Engineering Assets Manager	Design complete and delivery scheduled	Completed for Current Year		Ongoing. Design complete for industrial area and Gallipoli Street. More design is required crossing the Burley Griffin Way. This will occur in the 2023/2024 financial year.
Street Trees - Implement priority actions for removal and replacement	Engineering Assets Manager	Employ a suitably qualified contractor to undertake a street tree audit	Completed		2023 Street Tree Audit completed in June 2023 and will be presented to Council in July 2023.
Investigate the modification of entrance signs to reflect the indigenous history of the area	Engineering Assets Manager	Refer matter for consideration of Signage Committee	Not Progressing		
Review provision of streetlighting and TSC streetlighting standards	Engineering Assets Manager	Report to Council	Completed		Committee meeting held in June 2023. Street lighting policy is out for public comment.
Finalise design of Main Street upgrade extension - Temora, including scope and costings	Director of Environmental Services	Design completed and accepted by Council	Referred to the Next Financial Year		Concept Plan prepared and detailed engineering plans are being prepared by successful tenderer, Tonkin and Associates. Once finalised council will conduct a community consultation program including business owners in the affected blocks.

Environmental Services

Key Functions - Climate Change, Environmental Management, Noxious Plants and Pests

Policy Directions • Develop/promote initiatives/campaigns relating to energy and water efficiency • Council to lead by example by developing and implementing measures to reduce water-energy usage in Councils buildings and facilities • Establish realistic organisational energy savings targets to be genuinely measured to establish a smaller environmental footprint by Council • Conduct of public education program to explain to residents the issues faced by Council in relation to weeds • Weed Plan Continue with the Weeds Alliance

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Commitment by Council to the Fight the Fruit Fly Committee	Director of Environmental Services	Continue to provide funding for the activities of the Committee	Completed for Current Year		Financial and advisory assistance provided to the committee
Noxious Plants - Review weeds functions to determine actions to maximise effectiveness of Council spend	Director of Environmental Services	Review policy and provide report to Council	Completed		Weed Action Plan adopted and Local Land Service invoiced for Riverina Eastern Noxious Weeds Association funding allocation. Additional funds sourced and applied to cover another unusually wet growing season

Governance

Key Function - Council relationships (other Councils, Government departments, Local members & Sister City Relationships), Governance, Lobbying and Advocacy

Policy Directions • Membership of Riverina Joint Organisation • Maintain membership to Local Government NSW • Membership to Riverina Eastern Regional Organisation of Councils (REROC) • Maintain membership of Eastern Riverina Arts (ERA) • Maintain membership of Economic Development Officers (EDO) network • Maintain membership of Riverina Regional Library Service (RRLS) • Maintain membership of the Country Mayors Association • Actively maintain relationships with non REROC neighbouring Councils • Seek ways in which Sister City activities can be of benefit to the residents of the Shire • Support for Constitutional recognition of Local Government • Development of robust and transparent internal audit programs within the Council to ensure that the risk to Council is minimized • Provision of training opportunities for all elected members • Support of Councillors who wish to undertake professional development courses • Undertake a comprehensive resident satisfaction survey every 4 years after election • Maintain close relationships with local members and act at all times in a non-political manner • Acknowledge that it is the role of council to represent all areas of the local community to external parties

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Fully implement the capital evaluation template into Council operations	General Manager	Implement template for all capital works	Referred to the Next Financial Year		Engineers to complete implementation in new financial year
Investigate corporate offerings for Councillors and Senior Staff representing Council (ties, blazer etc)	General Manager	Report on options to Council	Completed for Current Year		No budget to complete action
Advocate for and participate in the development of an appropriate clinical services plan for the proposed new Temora Hospital	General Manager	Advise MLHD of desire to be involved in writing	Completed		Council has participated in all meetings with representative of Murrumbidgee Local Health District and consultants. The developed clinical services plan generally reflects the views of Council and community

Advocate to the State Government on behalf of the Community for the retention of: * Schools within Temora Shire * Health Services within Temora Shire * Adequate Police Numbers * Electoral Commission re pre-poll voting in Temora in State Elections * Lobby for constitutional recognition of Local Government * Support removal of pre-amalgamation representation on Goldenfields Water for amalgamated councils * Lobby government for ongoing support for TAIC * Lobby government for retention of Library funding * Lobby government for a more equitable and meaningful Rate Pegging system * lobby for the abolition of the cost impost of the ESL	General Manager	Advocate in writing and face to face meeting	Completed for Current Year		Ongoing advocacy. Specific succes including: * Commitment to construct new hospital * Election Pre Poll * Review of rate pegging legislation No success with ESL or RFS assets
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Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
* Support the removal of RFS Assets from Councils books * Lobby for the retention of TAFE services in Temora					
Implement the Sect 355 committee adopted guidelines and advertise opportunity for community participation	General Manager	Conduct training for S355 committees	Completed for Current Year		Guidelines implemented. Training of committees to be arranged. Advertisements placed to enable volunteers to be involved in committees
		Advertise availability of committee participation options			
Review the Code of Meeting Practice to determine appropriate first nations recognition	General Manager	Hold a Council workshop to discuss Code of Meeting Practice	Completed		Code of Meeting Practice updated inclusive of first nations acknowledgement
		Present amended code for adoption by Council			
Lobby federal government for ongoing increased local road funding	General Manager	Write to local member	Completed for Current Year		Ongoing action
Villages - Hold a committee meeting (Assets & Operations) at Ariah Park	General Manager	Hold meeting at Ariah Park	Completed		Meeting held March 2023

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Advocate to the Federal Government on behalf of the Community for the retention of: * Health Services within Temora Shire * Electoral Commission re pre-poll voting in Temora in Federal Elections * Lobby for the retention of R2R and FAG funding * Lobby for constitutional recognition of Local Government * Lobby government for ongoing support for TAIC * LG seat on National Cabinet * Lobby for access to full Centrelink services	General Manager	Advocate in writing and face to face meeting	Completed for Current Year		Ongoing advocacy occurring. Specific success with * Seat at National Cabinet * Pre poll voting
Develop a series of workshops to inform volunteer committees	General Manager	Conduct of information seminars	Not Progressing		Unable to organise the workshops during the financial year.
Lobby state government for secure, recurrent local road funding	General Manager	Write to local member	Completed for Current Year		Ongoing representations through local member and TfNSW

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Advocate for the construction of a new Temora Hospital	General Manager	Involvement in MLHD Planning	Completed for Current Year		Commitment made State Government. Council will continue to ensure that the project progresses. Representations made to new government to ensure commitment is maintained.
Maintain communication at an official level between Council and Temora Hospital administration and LHAC	General Manager	Communication established	Completed for Current Year		Ongoing program. Council representation maintained on LHAC
		Council representation on LHAC			
Maintain communication at an official level between Council and Temora Police	General Manager	Regular contact with Police	Completed for Current Year		New arrangement required after Inspector commences
Maintain communication at an official level between Council and the Temora Community Centre	General Manager	Communication established	Completed for Current Year		Ongoing program. Regular meetings held with staff and Temora Community Centre. Council actively participate in Interagency meetings

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Maintain membership to following organisations: * Eastern Riverina Arts, * REROC, * Riverina JO, * Visit Riverina, * Local Government NSW, * Riverina Regional Library Service, * Country Mayors Association, * Lachlan Valley Transport Committee, * Australian Airports Association	General Manager	Membership maintained	Completed		Memberships maintained

Heritage

Key Function - Bundawarra Centre, Heritage, Railway Precinct

Policy Directions • To collect and preserve local history in its various forms in the area generally covered by the Temora Shire Council • Council are committed to the retention of the current management structure at the museum • Commitment to Temora Shire Council Heritage Committee

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Commitment to the Temora Shire Sportsman Walk of Honour	Director of Administration and Finance	Budget provided as nominees are identified	Postponed by Council Decision		No budget allocation for 2022/2023. Allocation will be made in future years as required.
Temora Railway Precinct - Seek grant funding for the development of a Railway Precinct Master Plan	Town Planner	Liaise with Transport for NSW to develop project brief, costing master plan and plan preparation	Completed for Current Year		Consultants have been engaged and preparation of master plan is underway.
Bundawarra Centre - Deliver the project for the museum entry walkway to improve visitor flow	Director of Environmental Services	Finalise plans and tender specifications	Referred to the Next Financial Year		Initial tender processed completed. Successful tender awarded, however later pulled out of the project due to staffing issues. Two projects have been combined in order to increase the scope of work to make the job more attractive and entice more contractors to apply. New tender has been advertised with a closing date of 9th June, 2023. Work will be required to be completed prior to the 2024 Open Day
		Appoint contractor to undertake project			
		Completion of project			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Bundawarrah Centre - Produce and implement a volunteer attraction and retention plan for the Bundawarrah Centre	Rural Museum Manager	Volunteer Attraction and Retention Plan adopted	Completed		The current policy has been reviewed by the Bundawarrah Centre Manager and Visitor Information Centre. No alteration is recommended.
Bundawarrah Centre - Deliver the feasibility study and concept plans for the construction of the Ambulance Museum Stage 3	Rural Museum Manager	Completion of plans	Completed		The planning of Stage 3 of the NSW Ambulance Museum at the Bundawarrah Centre has now reached the point where it can be considered "shovel ready" should an appropriate funding opportunity be identified.
Bundawarrah Centre - Installation of toilets for TEM-FM	Director of Environmental Services	Completion of project including consultation with committee	Completed		Project completed
Heritage - Continue the Temora Heritage Advisor program	Director of Environmental Services	Seek ongoing funding for the delivery of program	Completed for Current Year		Good achievements delivered by the TSC Heritage Committee. Annual report prepared and submitted to NSW Heritage Office acquitting all current funding programs. New funds secured for 2023/24
Heritage - Undertake a program of informing the community regarding the activities of the Heritage Committee	Communications Officer	Regular updates on Council media outlets	Completed for Current Year		The Communications Officer works closely with the Environmental Services Technical Officer to create social media posts and Narraburra News articles relating to the Heritage Committee projects.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Heritage - Support the Heritage Assistance Fund. Support community heritage groups in accordance with policy	Director of Environmental Services	Seek ongoing funding for the delivery of program	Completed for Current Year		All funds utilised and annual report furnished to NSW Heritage Office acquitting all funding programs satisfactorily. New round of funding secured for 2023/24
Bundawarra Centre - Develop virtual tour of facility and visitor site map (subject to grant funding)	Rural Museum Manager	Specification developed and application made for grant funding	Referred to the Next Financial Year		Planning and development of the virtual tour is progressing slowly. Funding for the re-development of the entry portal has been secured by Council and final adjustments are being made to this aspect of the project. Engagement of professional services to prepare the virtual tour remains dependent on future grant funding but in the interim, training of staff in some aspects of capturing and sharing insights into the collection has been undertaken recently.
Bundawarra Centre - Attraction and conduct of temporary exhibitions	Rural Museum Manager	Conduct of exhibitions	Completed for Current Year		Despite limitations placed on our schedule by the effects of the pandemic, we were able to present a range of exhibitions, headlined by the display presented as a tribute to local artist, Mr. David Schlunke. The Bald Archy Prize Exhibition will return later this year after an interruption occasioned by the death of its founder, Mr. Peter Batey.

Property Services

Key Function - Cemeteries, Council Properties, Public Toilets,

Policy Directions • Support the operation and activities of the Friends of Temora Shire Cemeteries (FOTSC) and involve the group in Cemetery planning • Upgrade presentation of one public toilet per year to an acceptable standard • Council involvement in real estate development only when private developers do not meet a determined need • Purchase of additional land for expansion of cemetery in the future

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Public Toilets - Upgrade of Harper Park toilets	Director of Environmental Services		Referred to the Next Financial Year		Funding received via Local Roads and Community Infrastructure Round 5 secured in February, 2023. Planning phase now completed. Tender and construction works programmed for 2023/24.
Apollo Place - Investigate opportunities to develop subdivision in partnership with not for profit 3rd party	Town Planner	Submit report to Council following Council workshop	Completed		Sale of land to Dr Parry Memorial Homes complete
Lobby for the installation of public toilets at roadside stops	Engineering Works Manager	Correspondence sent to TfNSW	Completed for Current Year		Matters referred as project proposals to Transport for NSW still awaiting feedback or response to council.
Public Toilets - Review directional signage to toilet facilities	Engineering Works Manager	Review signage requirements and report to Council	Completed		Signage completed as per resolution of signage committee and council.

Public Health

Key Function - Community Health Programs, Food Control

Policy Directions • To keep public health related business owners and operators informed of changes to legislation, standards and regulations • Conduct an ongoing program to provide or promote swimming pool operator education as per state legislation

- Provide a public health related complaints database/register • Support the Bush Bursary Program on a biennial basis

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Advocate for the retention of a Visiting Medical Officer and commencement of Pathology services to Ariaiah Park	General Manager	Advocacy undertaken	Completed		Visiting Medical Officer continues to visit Ariaiah Park. Letter written to DHM regarding potential for pathology visits.
		Formal representations to doctors and pathology providers			
		Visitation by medical practitioner to Ariaiah Park			
		Commencement of pathology services to Ariaiah Park			
Provision of accommodation at affordable rates and sponsorship of medical scholarships such as Bush Bursary	General Manager	Doctors requirements are met	Completed for Current Year		Ongoing accommodation provided to Medical personnel and medical students

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Act as facilitator of CDAT funding	Director of Administration and Finance	Grant acquittals completed annually	Completed for Current Year		This item is ongoing.
Proactively support and promote community mental health facilities and programs	Economic Development Manager	Attendance at Interagency Meetings	Completed for Current Year		The relationship with the Temora Community Centre has significantly improved over the past 12 months due to an effort by Council officers to more regularly engage with Centre staff. This has resulted in a better understanding of the programs and services offered by the Centre and more collaboration on projects to support the well-being of residents, such as the Family Expo held in October 2022 and the Embrace Festival held in April 2023. Council was also successful in receiving funding to roll out The Resilience Project to THS, TPS, APCS and St Annes which will help improve practices of mindfulness, gratitude and empathy in younger people and the wider community as it is rolled out in the coming 12 months.

Recreational Services

Key Function - General Recreational Services, Parks & Gardens, Sporting Grounds, Playgrounds, Temora Recreation Centre, Public Pools

Policy Direction • Sports Council are the body responsible for liaison between Council and users of Sporting Facilities

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Investigate recreational cycling routes - design only	Engineering Assets Manager	Report to Council on recreational cycling routes	Completed		Sent to Council for consideration in May 2023.
Bob Aldridge Park - Demolition and replace amenities / spectator shelter. Current amenities are in very poor condition. Desire to centrally locate any new amenities	Director of Environmental Services	Determine a position regarding demolition/retention of existing amenities	Referred to the Next Financial Year		Tender let and construction commenced. Sanitary drainage installed and connected and slab completed. Contractor had trouble sourcing matching concrete blocks, which has lead to delays. Project will now be completed (including partial demolition of old kiosk/change room) by September, 2023
		Completion of project			
Nixon Park - Top dressing and reshape (No 2)	Engineering Assets Manager	Completion of project	Referred to the Next Financial Year		Rolled into 2023/2024 Financial year. I feel it is likely the project will have to be delivered over multiple years (2-3) in the summer growing period. We have found that if we top dress to heavy > 20-30mm it chokes out the underlying turf.
Investigate the issue of collection of an equitable contribution towards the provision of sports facilities from sporting groups	Engineering Assets Manager	Report to Council following the Recreation and Open Spaces Strategy adoption	Completed for Current Year		Outcome of the Rec and Open Spaces Workshop. Specific report relating to sports facility user charges will be tabled to Council in 2023/2024 financial year.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Edis Park - Install swing set and improve accessibility to playground	Engineering Assets Manager	Project completed on budget	Referred to the Next Financial Year		Delivery not funded until 2023/2024 under LRC14.
Maintain a comprehensive and regular playground inspection system for all Council facilities	Engineering Assets Manager	Review system implementation to ensure correct usage	Completed for Current Year		Complete. Dedicated inspection delivered at 3 monthly intervals.
Bradley Park - Add to play experience and improve inclusivity of park (remove edging / provide path)	Engineering Assets Manager	Funding sought for upgrade	Completed for Current Year		Successful in obtaining \$345,000 Grant funds. A total of \$500,000 allocated for construction in 2023/2024 financial year.
Lake Centenary - Install bridges on walking track	Engineering Works Manager	Completion of project	Referred to the Next Financial Year		No work undertaken in 2022-23 year due to above average rainfall maintaining Lake Centenary at a full level which has continually delayed this project. Project has since received funding in the 2023-24 year for delivery through the Places to Swim Grant Program.
Lake Centenary - Seek grant funding for the development of a Lake Centenary Master Plan	Economic Development Manager	Funding application made	Completed for Current Year		Awaiting assessment of the funding application under the NSW Boating Now program.
Lake Centenary - Reseal internal roads and car park	Engineering Works Manager	Completion of works	Referred to the Next Financial Year		Budget not committed for 2022-23 in final budget and was pushed back to 2023-24 financial year funded through a flood recovery grant.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Hillview Park - Solar Lighting Installation	Director of Environmental Services	Review funding opportunities	Postponed by Council Decision		Dependent on Grant Funding. No grant funding received or funding allocated by TSC in 2022/23 Financial year
Bradley Park - Install toilet block	Director of Environmental Services	Review funding opportunities	Completed		Master planning process of Bradley Park underway. Funding received. Planning underway. Quotes received. Order placed with Cleverdons Steel Construction. Work on the toilet block will be carried out by 30th September, 2023. Note: Other works outlined in the site masterplan will be completed by 30th June, 2024 in order to satisfy funding program (\$345K from NSW Govt Places to Play funding program + \$50K from TSC's developer contributions fund)
Callaghan Park - Replace 125m of poor condition and undersized 900mm wide path to old pool / heated pool entrance (linking BBQ shelter)	Engineering Works Manager	Completion of project	Referred to the Next Financial Year		Project was pushed out of 2022-23 Financial Year and has funding committed in the 2023-24 financial year.
Harper Park - Upgrade toilets	Director of Environmental Services	Review funding opportunities	Referred to the Next Financial Year		Funding received via Local Roads and Community Infrastructure Round 5 secured in February, 2023. Planning phase now completed. Tender and construction works programmed for 2023/24.
Harper Park - Improve accessibility (gates, paths, etc)	Engineering Assets Manager	Investigate project and report to Council for inclusion in future budget	Referred to the Next Financial Year		Budgeted for delivery in 2023 / 2024.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Formally adopt and respond to the findings of the Recreation and Open Space Strategy	Engineering Assets Manager	Inclusion in planning process	Completed for Current Year		Councillor Workshop held resulting in a series of sub plans to be developed. This will be a long term multi year job / objective.
Data collection, asset register and mapping of recreational spaces	Engineering Assets Manager	Complete data collection and develop asset register	Completed		Data collected, processing and valuation complete in anticipation of audit in early 2023/2024.
Ariah Park pool - Repaint	Director of Environmental Services	Pool repainted	Completed		Work commenced in May 2023. Project will be completed prior to 30th June, 2023
Temora Swimming Pool - Redevelopment of 50 mtr pool	Director of Environmental Services	Project completed	Completed		All works completed and grant funds acquitted satisfactorily.
Temora Recreation Centre - Review the operations and promotion of Temora Recreation Centre	Director of Environmental Services	Prepare new marketing strategy with the opening of the upgraded pool	Completed		Satisfactory result - Opportunities still available for improvement in next season, to coincide with SCCF Round 5 grant for Pool surrounds upgrade
Temora Recreation Centre - Replace Temora heated pool gas burner with electric heat pump	Director of Environmental Services		Completed		Works completed. Working well

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Villages - Support community in the establishment of a nature walking track and bicycle track from Broken Dam Heritage Area to Ariah Park Cemetery (Subject to Grant Funding)	Engineering Assets Manager	Scope and feasibility reported to Council	Completed		Complete.

Regulatory Control

Key Function - Animal Control, Building Control, Land Use Planning, Regulatory Control

Policy Directions • Continued employment of a ranger/law enforcement officer Train/up-skill existing staff member to assist/relieve Ranger • Utilise CCTV and other technologies to enhance effectiveness of enforcement activities • Participation and support for Temora Liquor Accord

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Ensure that all regulatory inspections are carried out, including • Footpath dining • Certificate approval • Inspection of regulated premises • Food premises • Septic tanks • Swimming pools	Director of Environmental Services	Footpath dining compliance inspections completed annually conducted by Ranger/Law Enforcement	Completed for Current Year		Routine Inspections have been carried out in accordance with statutory obligations
		Certificates processing time			
		Regulated premises inspected annually			
		Regulated food premise inspection			
		Onsite Sewerage Management Systems			
		Private Swimming Pools			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Report statistics of number of Development Applications, Complying Development Applications and assessment times. Planning Reports to Council where required	Director of Environmental Services	Statistics collated and presented to Council	Completed		Completed - This action longer required. (superseded by NSW Planning Portal function)
Provide monthly report to Council about ranger activities incl. parking, companion animals	Ranger	Report to Council monthly on Ranger activities	Completed		Monthly reports to council are on going, major activities reported some minor issues not reported.
Complete amendments to the Temora Local Environmental Plan 2010, as directed by Council and with the support of the NSW Department of Planning, Infrastructure and Environment, including Ariah Park village, residential land, industrial land and rural land	Director of Environmental Services	Residential Housing Strategy adopted by Council	Referred to the Next Financial Year		Progress made on several Local Environmental Plan issues. Some progress delayed due to flood planning process. Ongoing in 2023/24 and beyond
		Residential land LEP amendments reviewed by Council			
		Ariah Park Flood Study report adopted by Council			
		Temora Flood Study report adopted by Council			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
		Ariah Park LEP amendments reviewed by Council			
		North /Airport Streets rezoning completed			
Review the Department of Planning Urban Design Guidelines	Town Planner	Review guidelines and prepare summary for presentation to Council	Completed		Guidelines noted by Council and will be considered as part of future upgrade projects in Temora Shire, including Hoskins Street Stage 2 upgrade and Temora Railway Precinct.
Use available channels to assist in rehoming companion animals	Ranger	Number of pets rehomed advised to Council annually	Completed for Current Year		Rehoming agencies are touching base ,some are worth consideration most are still under pressure with availability of space. RSPCA still unable to offer assistance, most boarding kennels very limited room. Foster carers try to do everything they can especially when it comes to kittens. Euthanasia still on going especially with feral cats and dumped cats sick and uncared for ,all efforts taken for best results. Photos and information on all companion animals under care are sent through to rescue groups to present to possible carers and new owners.
Determine a policy outlining the relationship between Council and Temora	Ranger	Formal negotiations between Council and Temora Veterinary Clinic	Completed for Current Year		Temora veterinary clinic assisting if possible with any rehoming although this is minimal,Ranger has contacted Cootamundra vet clinic and Juneee they are proving very helpful. Two new rescue groups are assisting with rehoming.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Veterinary Clinic and pet rescue groups		Development of an MOU between Council and Temora Vet Clinic			Collecting of rescued animals is still a minor issue. Relationship with Veterinary clinics very amicable.
Review the policy regarding the enforcement of parking rules in Temora CBD	Director of Environmental Services	Review policy and provide report to Council	Referred to the Next Financial Year		Not completed. To be undertaken by September 2023

Resident Services

Key Functions - Community Safety, Service NSW, Villages, Volunteers

Policy Directions • Commit to the maintenance and development of the CCTV concept • Work cooperatively with Police & Temora Security Services to ensure a coordinated approach to community safety • Presentation of Council as a professional organisation with a strong customer focus • Development of systems to ensure that communication between Council and stakeholders is best practice • Hold at least one Council meeting per term of Council in Ariah Park • Lobby for continued presence of Service NSW Office in Temora • Lobby for more frequent driver testing in Temora • Lobby for retention and availability of Policing services in the shire • Conduct a comprehensive ratepayer survey once in each term of Council

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Undertake a study to determine the public transport needs of residents	Economic Development Manager	Study conducted and presented to Council	Referred to the Next Financial Year		This project has not commenced and will be referred to the 2023/24 financial year.
Villages - Retain staff member at Ariah Park	Engineering Assets Manager	Retention of staff member based in Ariah Park on Council payroll	Completed for Current Year		Complete for current year.
Maintain CCTV system in Temora to a modern standard acceptable to the users of the facility.	IT Officer	Uptime of system Design and install updated of network	Completed		System upgraded including replacement of older cameras, extension of network to include NRCC House and Little Baker Street, standardisation of wireless network and installation of number plate cameras.
Undertake upgrade of current network to overcome wireless issues and camera quality (subject to grants)	Administration and Finance Manager	Preparation of strategy/ plan for next phase including costings	Completed for Current Year		System has been upgraded to modern standards. Improvements to night vision, number plate recognition and wireless technology has occurred. Network has been extended in areas that have been identified as a concern.
Provide the Service NSW Agency at no cost to Council	Director of Administration and Finance	Annual review of budget	Completed		This service is meeting its expected outcomes and is being provided at no cost to Council.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Review the operations of the Service NSW agency including hours of operation	Director of Administration and Finance	Review completed and report to Council	Completed		Hours of operation have been extended by half an hour with the agency now opening at 8.30am. Will continue to monitor wait times.

Risk Management

Key Function: Occupational Health and Safety, Risk Management

Policy Directions • Provide suitable education to employees, volunteers, and contractors relating to WH & S risks • Encourage employees to submit near miss incidents to develop better work method statements • Provide training for all staff in relation to WH & S matters, Risk Analysis and Hazard Identification • Maintain Temora Shire Council's WH & S Committee to assist in providing consultation and communication in relation to WH & S matters • Use Councils Policies to improve and monitor WHS and Risk Management Strategies • Conduct of exit medical assessment on employees hearing and sight to benchmark condition • To commit, unreservedly, as an organisation to Workplace Health and Safety and ensure that all possible steps are taken to ensure the safety of each individual • Commitment to StateCover best practice • Commitment to compliance with all Acts, regulations and Codes relating to OH&S and Risk Management

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Integration of Quarry Management Plan into the Council Integrated Risk Management Plan	Engineering Works Manager	System integrated into Risk Management Plan	Completed for Current Year		New Quarry Management Plan drafted, with a GAP analysis undertaken in May 2023 by an external consultant. A further consultant engaged to take drone footage of all council quarries to allow development of Quarry Site Safety Plans as required under the Act. This is progressing for inclusion in Quarry Management Plan. GAP Analysis to be actioned in 2023-24 year.
Develop an integrated safety, quality and environmental management system	Safety and Systems Coordinator	Complete appropriate Auditor training	Completed for Current Year		The majority of the WHS projects planned for 2022/2023 were completed, with some extra projects being added following the WHS Audit. Higher priority projects identified as part of the audit process and were pushed ahead of the remaining musculoskeletal/manual handling projects, these included Psychosocial Risks, Confined Spaces, WHS Planning and Quarry Risk Management.
		Conduct internal audits in accordance with RfNSW requirements			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
		Installation of working at heights safety systems for Rec Centre, NRCC House & Works Depot			
		Review and redevelopment of hazardous manual tasks procedures involving Participation in the Safework NSW Council musculoskeletal Disorders Program			
		Review and redevelopment of hazardous manual tasks procedures involving development of hazardous manual task risk assessment			
		Review and redevelopment of hazardous manual tasks procedures involving Creation of manual tasks register			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
		Review and redevelopment of hazardous manual tasks procedures involving ergonomic assessment of staff workstations			
Develop and implement the Audit and Risk Improvement Committee	Director of Administration and Finance	Ensure compliance with risk Management framework	Referred to the Next Financial Year		Regular Risk Committee Meetings have been held with the Risk Committee reporting to the ARIC. Final Guidelines for Risk Management and Internal Audit for Local Government in NSW have been released by the Office of Local Government in NSW. Audit Alliance to discuss structure going forward.
Implement Enterprise Risk Management program	Safety and Systems Coordinator	Review and rewrite Risk Management Procedure	Completed for Current Year		The re-development of the Risk Management Procedure has been deferred to 2023/2024, in line with Office of Local Government guidelines to have the Risk Framework in place by the 30/6/2024. Whilst good progress has been made, it has been difficult to resource this with other higher priority work taking up available time and resources. Workplace Health and Safety (WHS) system improvements have progressed well and all priority actions from the 2022/2023 WHS Self-Audit will be implemented. The WHS priority actions for 2022/2023 include improvements to Confined Spaces procedures and work practices; the development of a WHS Planning procedure and the development of a Psychosocial Hazards Risk Management Procedure, to ensure Council meets changes to WHS legislation in this space.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Undertake Employee programs to support employees in the workforce, including: * Hearing Tests * Mental Health Programs * Skin Checks * Employee Assistance Programs * Health Checks * Team Building Exercises	Payroll/Human Resources Officer	Provide presentation to Manex to develop priority programs for 2022/23 Implement the priorities established by Manex	Completed for Current Year		Ongoing program, Skin Check Clinic completed, Alcohol/Drug random screening completed 26 Sept 2022. James Wood safety presentation to outdoor staff at September breakfast meeting.

Sewerage Service

Key Functions - • Effluent Reuse System • Sewerage System

Policy Directions • Extension of effluent system to all parks subject to evaluation by staff that there is sufficient water and the extension is economically viable • Support for long term construction of a Sewerage Scheme for Ariaiah Park • Support extension of sewer mains to non sewerred locations in Temora

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Complete the valuation of all underground assets	Engineering Assets Manager	Valuation completed	Completed		Sewer asset revaluation completed and accepted by external auditors.
Undertake Upgrade and renewal works on Sewerage and Recycled Water in accordance with identified program	Engineering Assets Manager	Program completed	Completed for Current Year		CCTV scheduled for early 2023/2024.
Ariaiah Park - conduct consultation with the Ariaiah Park community to determine support for the installation of sewerage services within the village	Engineering Assets Manager	Consultation undertaken and reported to Council	Completed for Current Year		Two community meetings held that were subsequently reported to Council. This project will progress into the 2024/2025 financial year. Current council direction we are following is to investigate the use of onsite aerated treatment systems for high loads and seeking grant funding to undertake detailed design and costing of the project.
Undertake CCTV inspection, smoke testing and condition rating of sewerage reticulation network including removal of sewerage infiltration	Engineering Assets Manager	Set targets	Completed for Current Year		CCTV Quotation awarded to be delivered in August 2023. Smoke testing incomplete but equipment has been serviced and materials ordered and ready to commence in 2023/2024.

Support Services

Key Functions - Depot & Workshop, Plant & Equipment, Mining, Stores

Policy Directions • Ensure that depot and workshop facilities are adequate to meet the needs of a modern workforce • To provide scheduled and unscheduled maintenance and repairs according to OEM guidelines and Council procedures with minimal downtime • To supply and dispose of fleet assets at the most advantageous cost to Council • To ensure that there are sufficient, well trained staff to service Councils plant

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Depot - Provide a covered storage area	Engineering Works Manager	Completion of construction funded in current year	Postponed by Council Decision		50% of funding committed to be rolled into next Financial Year with remainder of the project funding for delivery. No delivery to take place in 2022-23
Depot - Improvements to chemical storage area	Engineering Works Manager	Construction completed	Completed		Project completed including safety elements with installation of an emergency eye and wash station for the staff in the chemical and emulsion bitumen areas to use in an emergency.

Transport Infrastructure

Key Functions - Footpaths and Cycleways, Road Infrastructure

Policy Directions • Policy to generally provide paved footpaths on only one side of urban streets in accordance with the Footpath Hierarchy Plan • Development of a footpath hierarchy plan including pedestrian access mobility plan and cycleway plan • Construction of one length of footpath annually in accordance with adopted plan • Width of all new footpaths to be at least 1.5 mtrs or greater • Review the Roads Hierarchy including review of methodology within the term of each Council

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Undertake linemarking on Class 2 Roads	Engineering Works Manager	Completion of project within budget allocation	Completed		Completed except for Tara Bectric Road segments being reconstructed which will be undertaken as part of those projects near completion.
Undertake Footpath construction and maintenance in accordance with the Footpath Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		Footpaths in Reid Street and Harrison Street Arianh Park, also Asquith Street, Gloucester Street, DeBoos Street, Aurora Street and Crowley Street. However, for Crowley Street the connecting link on Polaris Street is delayed and will be delivered in 2023-24 year awaiting Telstra to relocate an Elevated Joint (EJ).
Undertake Cycleway construction and maintenance in accordance with the Cycleway Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		No cycleway projects funded for 2022-23.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Undertake Rural Unsealed Roads construction and maintenance in accordance with the Rural Unsealed Roads Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		Gravel Resheets for Quandary Road, Weises Road, Back Ariah Park Road, Nesss Road, Racecourse Road and Reynolds Lane completed in 2022-23. Fraters Speedway and Rees Road deferred to 2023-24 year.
Undertake Rural Sealed Roads construction and maintenance in accordance with the Rural Sealed Roads Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		Works delivered for 2022-23 year with additional programs added including Fixing Local Roads Pothole Round and Regional & Local Roads Repair Program (RLRRP) which had to commence as per funding deeds however majority of works will be undertaken for these programs early in the 2023-24 year.
Undertake Urban Unsealed Roads construction and maintenance in accordance with the Urban Unsealed Roads Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		Works completed for Little Coolamon Street, Ariah Park, along with Matthews Street and Britannia Street Temora. Back Mimosa Road and Delavan Street commenced but not finished. Wattle Street and Nicholson Street yet to commence. These projects funded through Fixing Local Road (FLR) R3 had an extension to delivery timeframe following natural disasters in 2022, allowing works now through to December 2023. Other projects added through recent announcement of FLR Round 4 such as Thom St, Narraburra St, North St and Lucas St which are all unsealed upgrades to seal will only commence in the 2023/24.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Undertake Urban Sealed Roads construction and maintenance in accordance with the Urban Sealed Roads Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		All bitumen reseals planned were completed. Camp Street completed. Little Crowley Street not commenced and likely to be deferred to 2023/24 due to other priorities in grant funding.
Conduct a review of community expectations regarding the provisions of footpaths	Engineering Assets Manager	Consultation undertaken and reported to Council	Referred to the Next Financial Year		Have been unable to resource development of questions that provide a measure provision options against community willingness to pay. Will look to deliver an online survey in the 2023/2024 financial year.
Undertake Kerb and Gutter construction and maintenance in accordance with the Kerb and Gutter Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		Camp Street kerb and gutter delivered, with remaining projects deferred to the 2023-24 financial year resulting from consistent wet weather delaying projects significantly in the 2022-23 year.
Undertake Regional Roads Program in accordance with the determined program	Engineering Works Manager	Completion of program	Completed for Current Year		Works completed for 2022-23 with a minor change to program due to Arianh Park Intersection Lighting (Burley Griffin Way/Mary Gilmore Way) delayed due to an easement issue being resolved seeing design de-certified. Easement issue and re-certification of design is underway and remainder of the project will be delivered in 2023-24.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Undertake Fixing Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program	Engineering Works Manager	Completion of program	Completed for Current Year		Tara Bectric Road Segment 4 & 5 completed. Tara Bectric Road Segment 7 commenced but significantly delayed due to natural disasters in 2022. Now scheduled for completion by December 2023.
Undertake Pavement Rehabilitation/ Widening in accordance with the Pavement Rehabilitation / Widening Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		Completed for current year
Make application for a minimum of one (1) Fixing Country Roads grants annually	Engineering Assets Manager	Application made	Completed		Successful Howards Road application made in 2022/2023 Financial Year.
Commitment to the long term facilitation of efficient heavy vehicle access through Temora Shire subject to minimisation of impact on: Resident amenity, Council finances, Resident safety	Engineering Assets Manager	Reduction in conflict between users and road managers	Completed for Current Year		Report to Council in April and subsequent HVAR correspondence sent to TfNSW. Correspondence has been acknowledged and Council is awaiting a response. Remainder of Council resolution is a work in progress.
		Adoption of a preferred option for Temora Heavy Heavy Bypass route			

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Seek funding (Full) for the installation of a roundabout and associated infrastructure at the corner of Hoskins & Polaris Streets	Engineering Assets Manager	Submissions made and lobbying undertaken	Referred to the Next Financial Year		Needs further consideration by Council. Impacted by heavy vehicle debate. Will need assistance from Council to lobby for funding. \$1-2m project.

Waste Services

Key Functions - Garbage Services, Landfill Sites, Street Cleaning, Trade Waste Services, Recycling

Policy Direction • To provide, maintain and improve facilities, which enhance visual aspects of the CBD and street infrastructure

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Continue support for Cleanup Australia Day program and anti litter promotion	Director of Environmental Services	Participation in program	Completed for Current Year		Clean Up Australia Day in first Sunday in March, 2023. Completed and illegal dumping campaign conducted on Council's website and social media platforms
Investigate hours of operation at Temora Waste Depot	Director of Environmental Services	Report submitted to Council	Completed		Reported to May 2023 Council meeting where Council resolved to keep the status quo
Investigate the introduction of kerbside recycling options in Temora Shire	Director of Environmental Services	Submit an options report to Council	Completed		Issue considered at the May Council meeting. Council resolved to keep the status quo and support the Lions Club in their work.
Advocate for a Return and Earn facility at Arianh Park	Director of Environmental Services	Lobby REROC Waste Forum to lobby for a reduction in population requirements	Completed		Representations made by the Riverina Eastern Regional Organisation of Councils on behalf of all similar sized villages in the REROC. EPA reinforced that it is NSW Govt policy to NOT provide facilities to population less than 1000.
		Consult with Arianh Park community to determine appropriate site			

Water Services

Key Function - • Drainage • Water Cycle Management

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Deliver Flood Study and Floodplain Risk Management Plan for Ariah Park and Springdale	Engineering Assets Manager	Completion of Risk Management Study and Plan	Completed for Current Year		Complete for current year. Completion expected January 2024.
Undertake the Temora Floodplain Risk Management Study and Plan	Engineering Assets Manager	Completion of the Temora Floodplain Risk Management Study	Completed for Current Year		Due for Completion January 2024.
Complete the development of an Integrated Water Cycle Management Plan (IWCMP)	Engineering Assets Manager	Completion of IWCMP	Completed for Current Year		IWCM Strategy has been submitted to DPIE for review and approval.
Undertake Stormwater Drainage construction and maintenance in accordance with the Stormwater Assets Capital Works Program	Engineering Works Manager	Completion of program	Completed for Current Year		Drainage works on Back Mimosa Road completed. Remaining projects delayed and works pushed back to 2023-24 year.

Youth

Key Functions - • Support Youth in their endeavours

Policy Directions • Conduct surveys of Youth to determine “mainstream” concerns and ways to engage the youth of Temora • Support the efforts of our Youth Council • Maintain youth centre facilities at Ariah Park and Temora • Participation in Youth Week/Local Government Week

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Youth - Support for Youth Week events	Youth Development Officer	Attendance at Youth Week events	Completed for Current Year		A diverse range of workshops were offered as part of 2023 Youth Week in Temora Shire. These included: ZANA Aerial Dance Academy Workshop in Wagga, attended by 16 young people (fully booked). Cooking Class with Dilini: 15 young people enjoyed making pizza muffins (fully booked). Oddball Theatre: 2 workshops (8-11 year: 12 participants; 12-18 years: 5 participants) focused on improvisation, script writing and performance skills. Stand-Up Comedy workshop: 12 young people drew on life experiences to write material for and deliver a stand-up routine. iPhone photography with Anne Cooper: skills in how to create professional images using an iPhone were shared with 6 young people. Activities were supervised by the Youth Program Coordinator or the Youth Development Officer.
Youth - Liaise with PCYC to determine if programs can be provided to Temora Shire	Youth Development Officer	Contact made with PCYC and reported to Youth Committee	Completed		Youth Development Officer (YDO) connected with Senior Constable Andrew Atkins from Temora Police and discussed ways of involving local police in youth programs. Time constraints have made completing this action challenging and YDO will continue to explore more tangible ways of improving involvement of local police. Sergeant Gavin Coleman actively participated in restorative justice program at Platform Y and is happy to be involved in the future, should the need arise.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Include alcohol and other drug education as part of the Youth education offering	Youth Development Officer	Include drug and alcohol information/ in all improvement/ wellness programs	Completed for Current Year		Youth Development Officer discerns if alcohol and other drug education is appropriate for Temora Youth programs at Platform Y. Temora High School Year 12 students completed the Adulting 101 program in September, which included providing the students with the opportunity to gain the knowledge and skills to make informed decisions around to alcohol and drug use.
Youth - Offer programs that encourage the inclusion of village, rural and town young people	Youth Development Officer	Participation by non Temora residents	Completed for Current Year		Youth Development Officer (YDO) and/or Youth Program Coordinator (YPC) visited schools in Temora Shire each term to connect with young people and promote programs at Platform Y. Programs were widely advertised on social media platforms and in school newsletters. YPC scheduled workshops at Ariah Park during most school holidays.
Youth - Conduct regular Youth programs and workshops in relevant areas of youth interest that support the development of financial literacy, interpersonal communication, collaborative skills and employment skills.	Youth Development Officer	Conduct of youth programs	Completed for Current Year		The Adulting 101 program for Year 12 students developed budgeting and interpersonal skills. The Youth Made Market program improved financial literacy skills, exploring budgeting, costing products, reconciliation and money handling. Interpersonal skills were a focus during customer service sessions. The Hospitality team discussed costs of recipes during weekly workshops, with members learning about money handling, collaboration and customer service skills when working at Platform Y Cafe at community events (eg. Embrace Festival, Youth Made Markets, TBEG Christmas Fair). Weekly and monthly workshops at Platform Y had a strong focus on collaboration and building interpersonal skills (activities required young people to work in groups when participating in Hospitality, Gaming, Culture and Performing Art, Young Entrepreneurs and Green teams). The TAKE THE LEAD - Youth Leadership Program provided workshops to build communication and public speaking skills.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Youth - Development of a program for school holiday activities	Youth Development Officer	Attendance at School holiday events	Completed for Current Year		Each school holidays, free workshops were offered to suit a range of ages and interests, open to all young people between 8 and 25 years. The following workshops were held throughout the year: First Nations cooking and cultural learning; Cheese making; Youth Theatre; Craft; Cooking; Laser Tag; Yoga; Mixed Media Art; Gaming; Music production; Forensic Science; Robotics; Photography; Aerial dance and circus skills; and Stand Up comedy. YPC secured grant funding from the Office for Regional Youth for the Winter, Spring and Summer holiday break programs, with Youth Week funding covering the cost for the Autumn program. All workshops were well attended, supervised by the Youth Program Coordinator and Temora Youth Leader volunteers.
Youth - Hold a Youth Team afternoon tea and youth team meeting hosted and chaired by the Mayor	Youth Development Officer	Function held	Completed for Current Year		On Monday 25th July, Mayor Rick Firman hosted the Temora Youth Leadership Team, Youth Development Officer and Youth Program Coordinator at the Council Chambers for a meeting and afternoon tea. This provided the Youth Team with an opportunity to engage in discussion with the Mayor about issues impacting young people in our community.
Youth - Support the concept of the Young Citizen of the Year Award as a way of recognising Youth	General Manager	Awards presented	Completed		Ongoing support. Award made in conjunction with Australia Day

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Youth - Develop and showcase talent by creating a youth made market and event with the support of local mentors	Youth Development Officer	Participation level by Village residents	Completed for Current Year	●	8 young stall holders completed the 2022 Youth Made Market program, culminating in a Market Day on Saturday 13th October. Weekly workshops were held to build skills in business development, financial literacy, budgeting, marketing, visual display and customer service, facilitated by local business mentors and the Youth Development Officer. Past participants of the Youth Made Market program took part in the TBEG Christmas Fair in December, allowing them to further develop their business skills. Members of the Platform Y leadership team also attended the weekly workshops to improve their business acumen and customer service skills.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Youth - Participate in activities that encourage community service, nurture leadership and responsibility, eg Take Charge, Clean Up & Australia Day, Baking it forward	Youth Development Officer	Participation in programs	Completed for Current Year		The Youth Team participated in many community activities: Street stall - raising funds for new Youth Team coffee machine. Platform Y Café - T-Light, YOUth Made Market, TBEG Christmas Fair, Embrace Festival. Bake It Forward - Hospitality Team baked and delivered treats to local emergency and health workers. Volunteer hours - certificates presented to 24 members of Platform Y. 466 volunteer hours acknowledged (leaders contributed 366 of these hours). Australia Day Awards - 5 Leadership Team members nominated for Young Citizen of the Year Clean Up Australia Day - 5 Platform Y Leaders participated. Take Charge - Temora High (7 students), Arian Park Central School (11 students) and St Annes School(4 students) attended REROC Take Charge Leadership Forum. Travel subsidised by Youth Department. TAKE THE LEAD Temora Youth Leadership Program - 9 young people developed leadership skills & built stronger community connections during the program (funded NSW Youth Opportunities grant).
Youth - Hold an annual informal meeting for the Youth Team and Youth Committee hosted and chaired by the Mayor	Youth Development Officer	Function held	Referred to the Next Financial Year		The Platform Y Leadership team, Youth Development Officer and Youth Program Coordinator were unable to find a suitable time for this meeting.
Youth - Participate in REROC youth meetings and events	Youth Development Officer	Attendance at REROC Youth meetings	Completed for Current Year		Youth Development Officer (YDO) joined REROC Youth and Community Development Network, building stronger connections between officers in the region.

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
		Temora Shire participation in REROC Youth events			Representatives from Temora High (7 students), Ariaiah Park Central School (11 students) and St Annes School(4 students) attended the REROC Take Charge Leadership Forum in Wagga in March. The Youth Department assisted with transportation costs for travel to this event. The YDO attended the forum as the Youth Program Coordinator was unable to attend due to other commitments. A letter of thanks was sent to the Board of REROC for offering this program to local youth.
Partner with Pinnacle Services to encourage participation in programs that support and engage the young people in their care	Youth Development Officer	Participation numbers of NDIS clients	Completed for Current Year		One client regularly attends the Hospitality weekly workshops. Youth Program Coordinator will continue to collaborate with the NDIS Coordinator from Pinnacle Community Services for Pinnacle clients to attend the weekly workshops at Platform Y.
Youth - Support annual transport to Canberra Careers Expo	Youth Development Officer	Provision of equitable access to event for all youth	Completed		37 Year 10 students from Temora High School along with Careers Advisor Tracey Eisenhammer attended the Canberra Careers Expo, accompanied by the Youth Development Officer (YDO) and Youth Program Coordinator. Ariaiah Park Central School elected to not attend and St Annes School was unable to attend due to COVID restrictions for Catholic schools. Although this program was set to be funded by Temora Shire Council, an offer from Stacey Suidgeest (Senior Project Officer, Regional Industry Education Partnerships) to cover the associated transport costs was accepted by the YDO.
Scholarships - Provide one (1) scholarship to the Temora and District Education Fund	General Manager	Scholarship awarded	Completed		Scholarship awarded

Action Name	Responsible Officer Position	Performance Measure	Status	Traffic Lights	Annual Comment
Scholarships - Provide scholarships in accordance with policy to be determined by Council through the Scholarships Committee	General Manager	Scholarships awarded	Completed		Two CSU scholarships awarded.