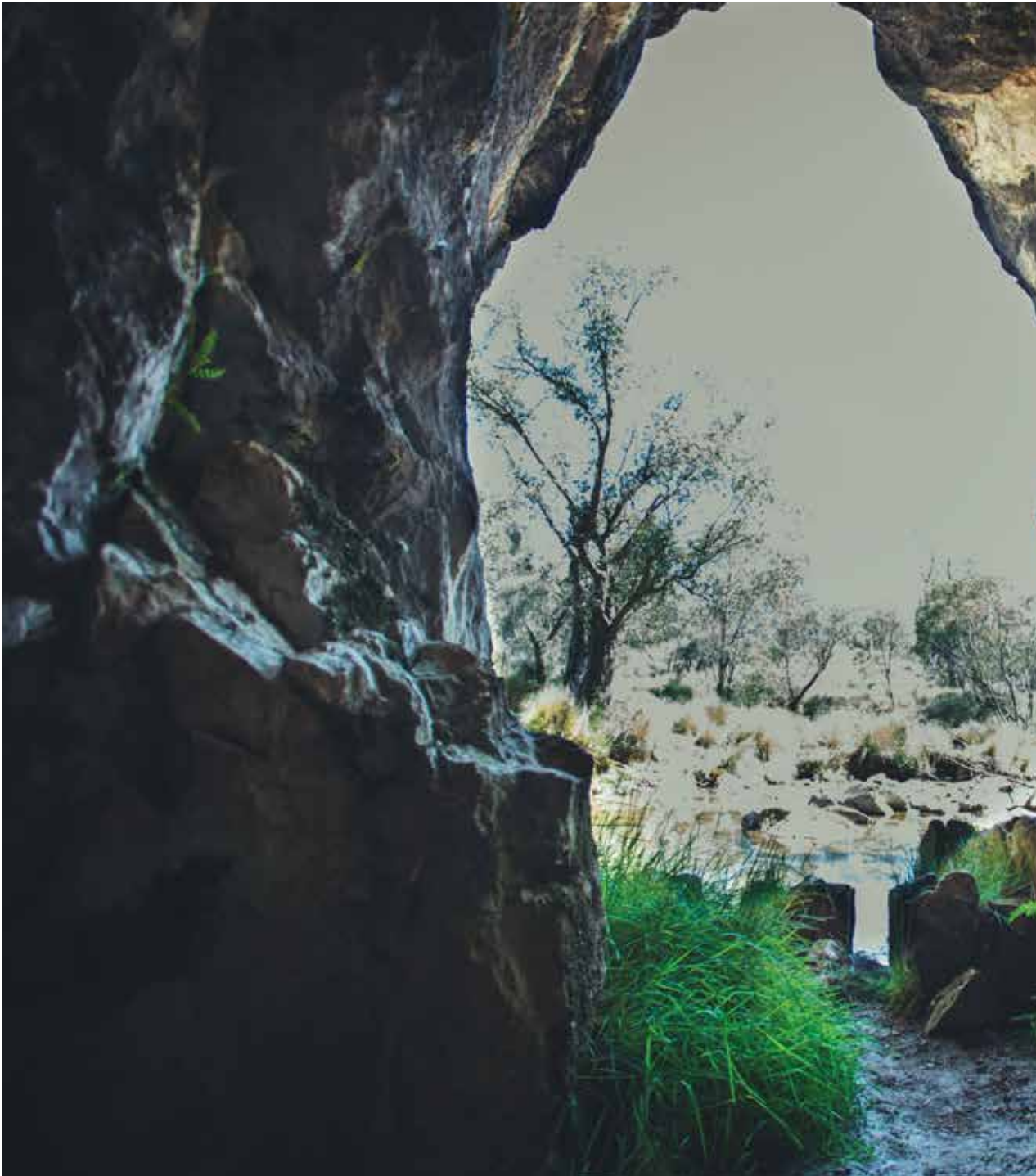




2018 - 2019
OPERATIONAL PLAN

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Acknowledgement of Country

We acknowledge the traditional owners of this land and elders past and present. We recognise Aboriginal people as the original custodians of the lands that comprise the Snowy Valleys Council area and pay our respects to the leaders of the traditional custodians of this land.

Together we acknowledge the contributions of Aboriginal Australians to this country we all live in and share together.

Snowy Valleys Council is committed to enhancing the knowledge and understanding of our communities about the history, heritage and cultures of Aboriginal Australians.

About this plan

This Operational Plan supports the *Snowy Valleys 2028* Community Plan (along with the three year Delivery Program) and defines the Key Actions that Council will undertake in the next financial year towards achieving our long term community priorities. It allocates the resources necessary to achieve the Key Actions in this financial year.

This Operational Plan should be read in conjunction with the annual Operational Budget and Fees and Charges, which provides the financial information to support the successful delivery of the Key Actions for this year.

Reporting on our progress

Progress against actions identified in the Operational Plan is reported to Council six monthly. An annual report is also prepared that reflects and reports on Council's overall performance for the financial year.



Integrated planning and reporting framework



Our priority focus areas

The priority areas identified by the community that Snowy Valleys Council will focus on over the next three years are:

- The effective and efficient use of our internal resources to deliver quality services to our community
 - Advocating on behalf of the community on major issues including roads and transport, local services, community safety, telecommunications and educational opportunities
 - Renewing essential infrastructure that has reached the end of its useful life, ensuring that our community infrastructure adequately meets the needs of our community now and into the future
 - Cutting red tape and renewing our focus on delivering excellent Customer Service
 - Delivering our major projects program on time and within allocated budgets
 - Developing strategic plans for our individual towns and villages
 - Developing and integrating standardised work practices across the organisation
 - Providing opportunities for the community to participate in the decision-making process ensuring outcomes that benefit our community
 - Developing sustained relationships, collaboration, partnerships and new ways to involve and empower the community
- Increasing the community's understanding of Councils operations through improved relationships and communication.
 - Ensuring transparent and accountable leadership
 - Exploring tourism and economic development opportunities







WHO ARE WE? THE SNOWY VALLEYS COMMUNITY AT A GLANCE

POPULATION
14,395



Median age **45**

Male 
50.6%

Female 
49.4%

FAMILIES
3,762

Average Household income
\$61,533 

ALL PRIVATE DWELLINGS **6,928**

AVERAGE PEOPLE PER HOUSEHOLD **2.3**


59%
People with post school qualifications


58.3%
People who work full time

29.8%
People who work part time

25.3%
People did voluntary work through an organisation or group

ABORIGINAL and/or TORRES STRAIGHT ISLANDER PEOPLE
630 | **4.4%** of population





Children aged **0 - 14 years** 
made up **18.1%** of the population

People aged **65 years** 
and over made up **22.2%** of the population

ANCESTRY

Australian	34.6
English	29.6
Irish	8.9
Scottish	7.2
German	3.5

INDUSTRY OF EMPLOYMENT

	Beef cattle farming (Specialised)	5.7%
	Log Sawmilling	3.4%
	Supermarket and Grocery Stores	3.1%
	Corrugated Paperboard and Paperboard Container Manufacturing	2.8%
	Local Government Administration	2.8%



COUNTRY OF BIRTH
Australia 81.4%

VISITOR ECONOMY

In 2017 Snowy Valleys had:

216, 729 Day trip visitors

199, 624 Overnight visitors

5,967 International visitors

FAMILIES **3,762**

36.6% Couple families with children

47.0% Couples families without children

15.1% One parent families

COUNCIL SNAPSHOT

241.5 FTE





14,935
Residents

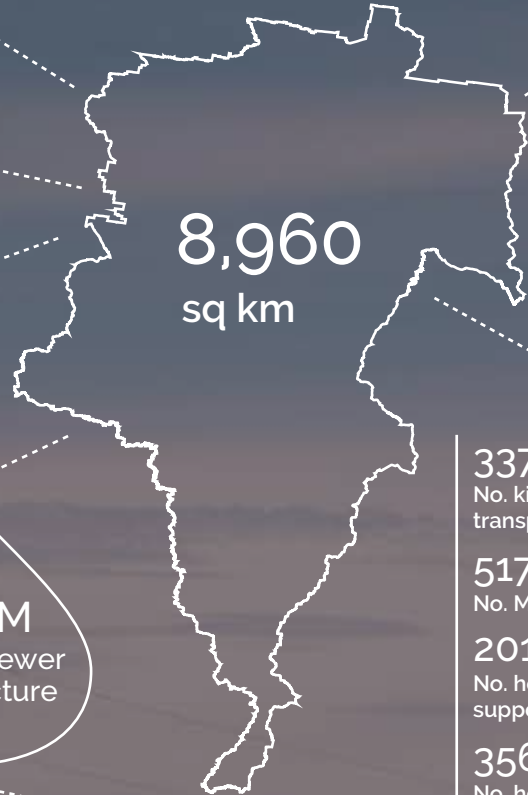
\$62.5M
in expenditure (16/17)

5 NUMBER OF COUNCIL RUN SWIMMING POOLS

5,898
sq km non-rateable land

9 COUNCILLORS

NUMBER OF...	
 Parks	48
 Community halls	8
 Cemeteries	10
 Caravan parks	4



89983	No. of library visits (all libraries)
70132	No. of borrowings
20938	Computer/Wifi login
3830	Number of active library members

Infrastructure
\$625.5M
in assets

\$236M
Water & sewer infrastructure

337,112kms
No. kilometres of community transport in 2017

5178
No. Meals on wheels in 2017

2010
No. hours of social support in 2017

356
No. hours of domestic assistance in 2017

5 Council run childcare services

116 No. children enrolled in Council run childcare in 2017

4,952
RUBBISH BINS COLLECTED WEEKLY

6
LIBRARIES

159
BRIDGES

1,194
KM OF COUNCIL MANAGED ROADS

VENUES SERVICED BY MOBILE CHILDREN'S SERVICES VAN

- Adjungbilly
- Brungle
- Tarcutta
- Rosewood
- Tooma
- Ladysmith

Our vision and values

“Leading, engaging and supporting strong and vibrant communities”

Councillor's Values

In addition to our Code of Conduct, Council has adopted a set of Values that guide our behaviour both inside the workplace and with our customers, community and stakeholders. As an organisation, we strive to reflect these in our everyday interactions and work.

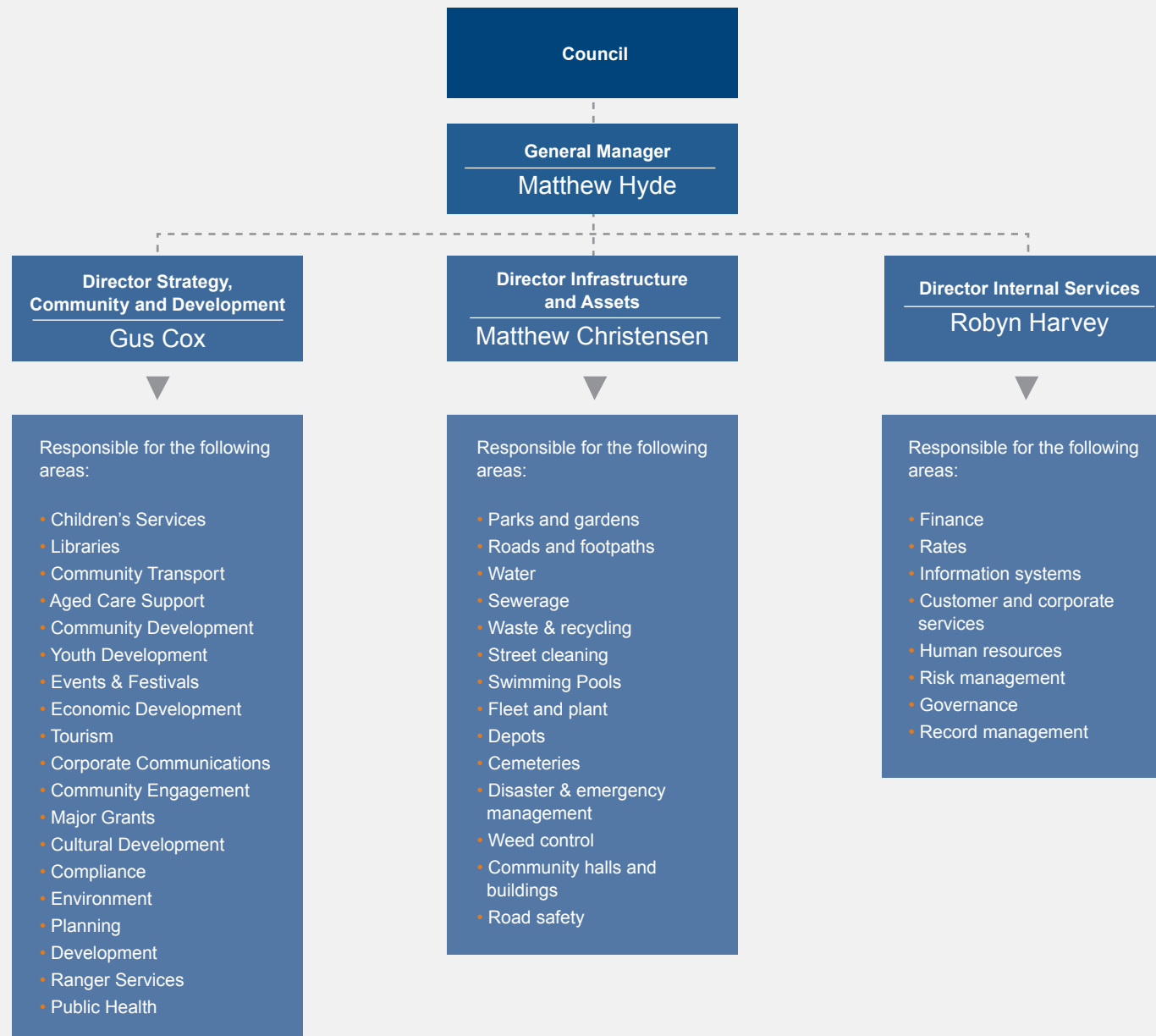
Integrity
Respect
Safety

Our Councillors representing our community



Clr Andrianna Benjamin, Clr Cor Smit, Clr Geoff Pritchard, Clr Margaret Isselmann, Deputy Mayor Clr John Larter, Clr Cate Cross, Clr Bruce Wright, Clr Julia Ham, Mayor Clr James Hayes

Council's leadership and structure



Strategic themes and supporting strategies

The *Snowy Valleys 2028* Community Strategic Plan was developed with direct input from the community. *Snowy Valleys 2028* is our long term shared vision for the future.

The Delivery Program describes how Council will structure its work to meet the community's objectives in *Snowy Valleys 2028* over the next three years.

The Operational Plan details the specific work that Council will undertake over the next financial year live in the Operational Plan.

COMMUNITY STRATEGIC PLAN THEMES

STRATEGIC THEME	SUPPORTING STRATEGIES
1. Towns and Villages	<ul style="list-style-type: none"> 1.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community 1.2 Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life 1.3 Protect and preserve local history and heritage 1.4 Expand, support and encourage arts and cultural events, activities and creative opportunities 1.5 Support and promote community and tourism events and festivals 1.6 Support and partner with other agencies to ensure community safety 1.7 Manage Council's resources in a manner which is equitable and ensures organisational sustainability 1.8 Advocate for and support the provision of affordable housing in our towns and villages 1.9 Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use
2. Growth through Innovation	<ul style="list-style-type: none"> 2.1 Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy 2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy 2.3 Promote, support and attract local small businesses 2.4 Lobby for better telecommunications services 2.5 Partner with local education institutions to facilitate opportunities for residents to access education, training and employment to strengthen the local economy 2.6 Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations

Strategic themes and supporting strategies (continued)

STRATEGIC THEME	SUPPORTING STRATEGIES
<p>3. Our natural Environment</p>	<p>3.1 Demonstrate leadership in environmental sustainability by reducing Council's carbon footprint and supporting the use of clean energy</p> <p>3.2 Promote programs and initiatives which encourage more sustainable living</p> <p>3.3 We sustainably manage waste through a commitment to resource recovery and best practice waste management</p> <p>3.4 Protect and manage local air quality, waterways, rivers and streams</p> <p>3.5 Partner and support other agencies to protect local fauna and biodiversity ecosystems</p>
<p>4. Communication and Engagement</p>	<p>4.1 Partner with local communities to create an ongoing culture of engagement to aid Council decision making</p> <p>4.2 Deliver a communication strategy which ensures the community receives information in a timely and convenient manner</p> <p>4.3 Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency</p> <p>4.4 Provide a high level of customer service to the community</p> <p>4.5 Council demonstrates strong leadership through a governance framework which drives progress towards achieving the community vision</p> <p>4.6 Council builds strong relationships with other organisations to advocate for our communities</p>
<p>5. Our Infrastructure</p>	<p>5.1 Provide a program to improve local roads</p> <p>5.2 Provide well maintained safe, vibrant and accessible community spaces and facilities</p> <p>5.3 Provide and partner with other agencies to deliver an effective, safe local transport network</p> <p>5.4 Provide a program to deliver and improve public amenities and infrastructure which meets an acceptable community standard</p> <p>5.5 Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails</p> <p>5.6 Provide high quality, safe and accessible open spaces and places for active and passive recreation</p>



Major projects program

2018 - 2019

Major projects program – 2018-2019

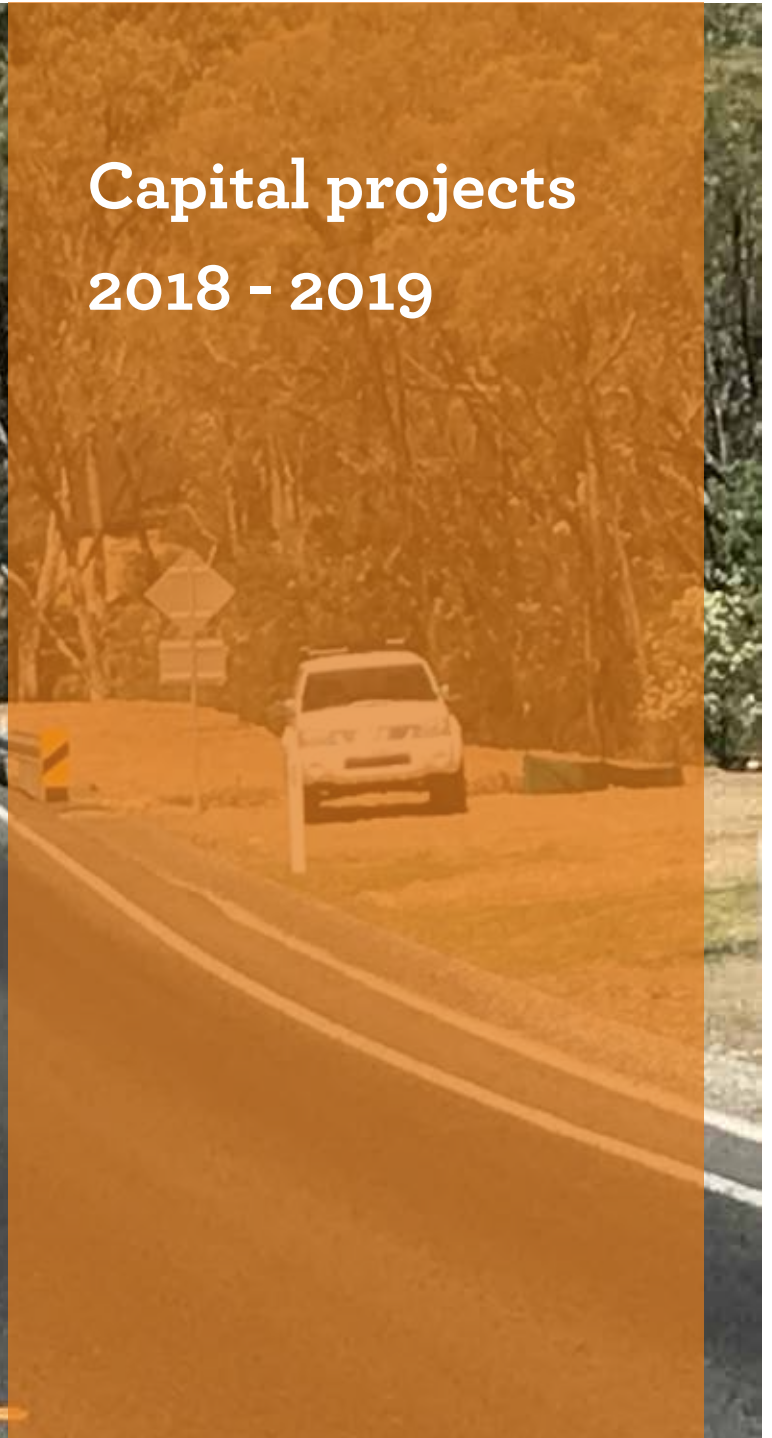
PROJECT	LOCATION	BUDGET	FUNDING PARTNER	2018/19
Adelong Creekscape Upgrade	Adelong	\$516,000	NSW Government Stronger Communities Major Project Program	•
Brungle Playground Improvements	Brungle	\$5,000	NSW Government Stronger Communities Major Project Program	•
Batlow CBD Masterplan and Amenity	Batlow	\$700,000	NSW Government Stronger Communities Major Project Program	•
Tumbarumba Creekscape	Tumbarumba	\$425,000	NSW Government Stronger Communities Major Project Program	•
Tumut Bull Paddock Improvements	Tumut	\$130,000	NSW Government Stronger Communities Major Project Program	•
Jingellic Multi Use Track	Jingellic	\$35,000	NSW Government Stronger Communities Major Project Program	•
Rosewood Golf Club	Rosewood	\$230,000	NSW Government Stronger Communities Major Project Program	•
Tooma Recreational Area Improvements	Tooma	\$80,000	NSW Government Stronger Communities Major Project Program	•
Tumut Pool - Stage 1	Tumut	\$1,008,000	NSW Government Stronger Communities Major Project Program	•
Khancoban Streetscape	Khancoban	\$434,000	NSW Government Stronger Communities Major Project Program	•
Tumut Montreal Community Theatre Upgrade	Tumut	\$331,000	NSW Government Stronger Communities Major Project Program	•
Khancoban General Store	Khancoban	\$160,000	NSW Government Stronger Communities Major Project Program	•
Brindabella Road Futures Plan	Tumut	\$308,000	NSW Government Stronger Communities Major Project Program	•
Talbingo Park Improvements	Talbingo	\$200,000	NSW Government Stronger Communities Major Project Program	•

Major projects program – 2018-2019 (continued)

PROJECT	LOCATION	BUDGET	FUNDING PARTNER	2018/19
Tumbarumba Playground	Tumbarumba	\$80,000	NSW Government Stronger Communities Major Project Program	•
Tumbarumba Mountain Bike Track	Tumbarumba	\$40,000	NSW Government Stronger Communities Major Project Program	•
Adelong Caravan Park Redevelopment	Adelong	\$266,000	NSW Government Stronger Communities Major Project Program	•
Tumbarumba Showground Redevelopment	Tumbarumba	\$1,000,000	NSW Government Stronger Communities Major Project Program	•
Rosewood Playground Equipment	Rosewood	\$116,000	NSW Government Stronger Communities Major Project Program	•
Tumut CBD Upgrade	Tumut	\$1,810,000	NSW Government Stronger Communities Major Project Program	•
Batlow Library	Batlow	\$1,000,000	NSW Government Stronger Country Communities Program	•
Tumbarumba Pump Track	Tumbarumba	\$149,500	NSW Government Stronger Country Communities Program	•
Tumbarumba Sports Ground Upgrade	Tumbarumba	\$308,000	NSW Government Stronger Country Communities Program	•
Tumut Bull Paddock Upgrades	Tumut	\$297,130	NSW Government Stronger Country Communities Program	•
Tumbarumba – Rosewood Rail Trail	Tumbarumba	\$4.9 million	Grant (NSW regional tourism infrastructure fund)	•
Tumbarumba Caravan Park Upgrade – Stage 2	Tumbarumba	\$3.817 million	Federal Infrastructure and Regional Development \$1.04M Council - \$1,243M Lessee Contribution - \$783k	•
Tumbarumba Independent Living Units – Stage 2	Tumbarumba	\$1.125 million	\$500k – loan \$625k - reserve	•



Capital projects 2018 - 2019



Capital projects - 2018-2019

SRV = SPECIAL RATE VARIATION

GF = GENERAL FUND

NCIF = NEW COUNCIL
IMPLEMENTATION FUND

SCIF = STRONGER COMMUNITIES
INFRASTRUCTURE FUND

RES = RESERVE

DESCRIPTION		FUNDING SOURCE	AMOUNT
GENERAL FUND			
ROADS			
Heavy Patching/Reseal Program	Renewal		1,062,000
Wee Jasper Road - Safety Works - Twomeys Lane	Renewal		650,000
Grahamstown Road Rehabilitation	Renewal		450,000
Rural Road Culvert Replacement Program	Renewal		400,000
Fergusons Road Bridge Replacement	Renewal		400,000
Forest Road/Banksia/Mill/Coorabel Intersection Batlow	Renewal		400,000
Tildra Road Culvert	Renewal		350,000
Tooma Road - Priority Sections	Renewal		180,000
Munderoo-Ournie Road	Renewal		180,000
Boundary St Tumbarumba	Renewal		150,000
Wondalga Road Pavement	Renewal		150,000
Elm Drive - Traffic Control & Drainage	Renewal		150,000
Lacmalac - Bombowlee Av intersection	Renewal		150,000
Maragle Road	Renewal		140,000
Boundary St Tumut	Renewal		120,000
King Street (Bridge & Selwyn)	Renewal		120,000
Coppabella Road	Renewal		110,000
Courabyra Road	Renewal		120,000
Lowthers Lane US Pavement Renewal	Renewal		90,000
Pioneer St Stormwater	Renewal	SRV	30,000

Capital projects - 2018-2019 (continued)

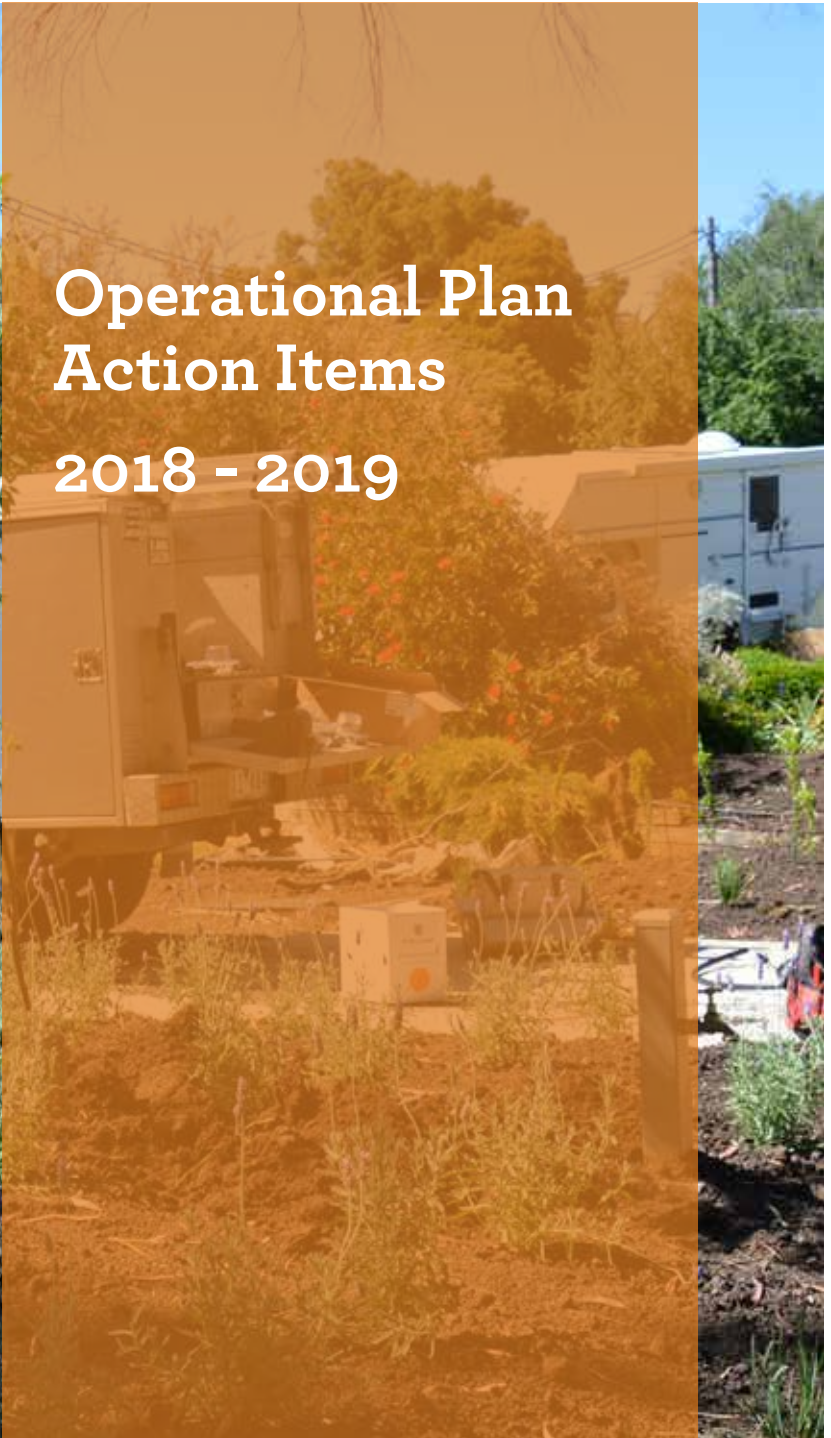
DESCRIPTION		FUNDING SOURCE	AMOUNT
GENERAL FUND			
OTHER			
Stockwell Park Stabilisation	Renewal	GF	55,000
Playground Replacement Program	Renewal	SRV	30,000
Bollard Replacement - Apex & Memorial Park, Batlow Showground & Hockey Fields	Renewal		90,000
Tumbarumba Creek Bank Stabilisation	Renewal	GF	100,000
ICT Business System Improvement	New	NCIF	400,000
New Council Implementation Fund Capital	New	NCIF	500,000
RHB Building Fit Out	Renewal		500,000
Building Renewals	Renewal		250,000
			7,327,000
MAJOR PROJECTS			
Stronger Communities Infrastructure Projects	New	SCIF Res.	4,000,000
Tumbarumba Rail Trail	New	Grant	3,200,000
Stronger Country Communities Projects:			
Tumbarumba Bike Pump Track	New	Grant	149,500
Batlow Library Construction	New	Grant/Res.	500,000
Tumut Bull Paddock Upgrade	New	Grant	297,130
			8,146,630

Capital projects - 2018-2019 (continued)

DESCRIPTION		FUNDING SOURCE	AMOUNT
GENERAL FUND			
IWD			
Replace plant equipment as required under the Plant Replacement Program	Renewal	Plant Res.	1,370,500
Depot Renewals	Renewal		161,200
			1,531,700
WATER			
Mains Renewal	Renewal	Water Fund	435,000
WTP Renewals	Renewal	Water Fund	55,000
SCADA Expansion (Tumba / Khancoban)	New	Water Fund	150,000
			640,000
SEWER			
Main Relining	Renewal	Sewer Fund	465,000
STP Renewals	Renewal	Sewer Fund	145,000
Mains Extension (Byatt / Booth St)	New	Sewer Fund	150,000
SCADA Expansion (Tumba / Khancoban)	New	Sewer Fund	150,000
			910,000
Total 18-19 Capital Projects			18,555,330
Loan Repayments			647,453
			19,202,783



Operational Plan Action Items 2018 - 2019



1. Towns and villages

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community.			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.1.1	Maintain visual appearances of town and village approaches in accordance with the approved service levels	Complete	Works	Road maintenance
1.1.2	Assist community groups to prepare grant applications for community projects	Number applications	Strategy and Place	Community and Cultural Development
1.1.3	Develop three Place Based Plans by June 2019	Complete	Strategy and Place	Community and Cultural Development
1.1.4	Seek funding for projects that improve the amenity of our towns and villages through the development of quality accessible streetscapes	Complete	Office of the GM	Director Community, Strategy and Development
1.1.5	Investigate opportunities for activating places for young people across the region	Complete	Strategy and Place	Community and Cultural Development
1.1.6	Deliver a program of skill building workshops for local community and event organisers	Complete	Strategy and Place	Community and Cultural Development
1.1.7	Deliver Rural Transaction Centre services at Batlow Library as per the Service Level Agreement	Complete	Community Services	Library Services
1.1.8	Review and implement Community Grants program	Complete	Strategy and Place	Community and Cultural Development
1.1.9	Implement CBD Parking Strategy across Snowy Valleys Council	Complete	Development and Environment	Planning

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.2 Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.2.1	Transition to new Jobs for Families package for children's services	Complete	Community Services	Children's Services
1.2.2	Investigate funding options for improvement of Carcoola long day care centre	Complete	Community Services	Children's Services
1.2.3	Council operated children's services meet National Childcare Quality Standards	100% compliance	Community Services	Children's Services
1.2.4	Maintain or increase utilisation rates for Council child care services	≥75%	Community Services	Children's Services
1.2.5	Review purpose and composition of Youth Councils by June 2019	Complete	Strategy and Place	Community and Cultural Development
1.2.6	Develop and implement youth capacity building program by September 2018	Complete	Strategy and Place	Community and Cultural Development
1.2.7	Coordinate and deliver programs for seniors	3 per quarter	Strategy and Place	Community and Cultural Development
1.2.8	Facilitate and deliver a program of youth events and activities	# youth events	Strategy and Place	Community and Cultural Development
1.2.9	Deliver program of children and youth events by library services	# programs	Community Services	Library Services
1.2.10	Deliver new library programs for skills, technology and life long learning for the community	# programs	Community Services	Library Services
1.2.11	Maintain/Increase utilisation of Council's library services	Increase trend in utilisation across number of KPI's	Community Services	Library Services
1.2.12	Develop and implement a Library Strategic Plan	Complete	Community Services	Library Services

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.2.13	Transition library services to new Batlow library	Complete	Community Services	Library Services
1.2.14	Provide a range of community services through Tumbarumba MSO that meets the community need	Increase trend in utilisation across number of KPI's	Community Services	MSO
1.2.15	Meet Australian Aged Care Quality Agency standards	Complete	Community Services	MSO
1.2.16	Meet National Disability Insurance Scheme quality standards	Complete	Community Services	MSO
1.2.17	Increase number of people participating in Seniors weeks activities	Trend increase in participant numbers	Community Services	MSO
1.2.18	Implement actions from the Disability Inclusion Action Plan	Complete	Community Services	MSO
1.2.19	Prioritise actions from newly developed Multi Service Outlet Business Plan	Complete	Community Services	MSO
1.2.20	Seek funding to provide additional programs to support the aging community	Complete	Office of the GM	Director Community, Strategy and Development
1.2.21	Lobby for the provision of additional respite care for people with disabilities	Complete	Office of the GM	Director Community, Strategy and Development
1.2.22	Investigate funding opportunities to support the expansion of youth related programs	Complete	Office of the GM	Director Community, Strategy and Development
1.2.23	Implement actions from Tumut District Community Transport Strategic Plan 2017 - 2020	Complete	Community Services	Tumut District Community Transport
1.2.24	Increase client numbers for the Tumut District Community Transport service	Trend Increase in client numbers	Community Services	Tumut District Community Transport

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.3 Protect and preserve local history and heritage			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.3.1	Increase participation in NAIDOC week activities across the Council area	Trend increase in participants	Strategy and Place	Community and Cultural Development
1.3.2	Review Memorandum of Understanding with the Aboriginal community by September 2018	Complete	Strategy and Place	Community and Cultural Development
1.3.3	Work with the Aboriginal communities to develop an Acknowledgement of Country for SVC by December 2018	Complete	Strategy and Place	Community and Cultural Development
1.3.4	Work in partnership with Aboriginal community to develop and deliver program of Aboriginal Cultural recognition activities	Complete	Strategy and Place	Community and Cultural Development
1.3.5	Support Indigenous cultural activities and projects	Number of activities and projects supported	Strategy and Place	Community and Cultural Development
1.3.6	Develop interpretive signage for the Adelong Falls	Complete	Assets	Open Spaces and Facilities
1.3.7	Work in partnership with the Talbingo community to seek funding to rebuild the Miles Franklin Memorial	Complete	Office of the GM	Director Strategy, Community and Development
1.3.8	Implement actions in the Adelong Falls Management Plan, Conservation Strategy	Complete	Assets	Open Spaces and Facilities
1.3.9	Implement Local Heritage Grants Program	# and \$ value grants awarded	Development and Environment	Planning
1.3.10	Seek funding for an Aboriginal Liaison Officer	Complete	Office of the GM	Director Strategy, Community and Development
1.3.11	Prepare an Aboriginal cultural heritage impact assessment tool for development proposals by March 2019	Complete	Development and Environment	Planning
1.3.12	Provide support to local historical societies	Complete	Strategy and Place	Community and Cultural Development
1.3.13	Investigate establishment of a significant tree register for the LGA	Complete	Assets	Open Spaces and Facilities

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.4 Expand, support and encourage arts and cultural events, activities and creative opportunities			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.4.1	Increase participation in children's services community services	Trend increase in participant numbers	Community Services	Children's Services
1.4.2	Review Council event sponsorship policy, procedure and process by September 2018	Complete	Strategy and Place	Community and Cultural Development
1.4.3	Facilitate and deliver program of Council led creative and cultural activities and events	Complete	Strategy and Place	Community and Cultural Development
1.4.4	Review and implement the public arts program including policy and grants	Complete	Strategy and Place	Community and Cultural Development
1.4.5	Maintain an active Eastern Riverina Arts membership	Number of programs participated in	Strategy and Place	Community and Cultural Development
1.4.6	Review and implement Cultural Plan	Complete	Strategy and Place	Community and Cultural Development
1.4.7	Partner with Montreal Community Theatre to develop an MOU to deliver cultural events and programs	Complete	Strategy and Place	Community and Cultural Development
1.4.8	Investigate feasibility of establishing a writers retreat at Talbingo	Complete	Office of the GM	Director Strategy, Community and Development
1.4.9	Investigate projection mapping technology to transform objects into a display for projection onto industrial landscapes	Complete	Office of the GM	Director Strategy, Community and Development
1.4.10	Deliver program of library based cultural and community events	# events	Community Services	Library Services

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.5 Support and promote community and tourism events and festivals			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.5.1	Identify opportunities for new tourism events and support the development of these events across the region	Number of new events held annually	Strategy and Place	Economic Development, Tourism, Major Grants
1.5.2	Provide event support to community and tourism events	Number of hours of event support provided	Strategy and Place	Community and Cultural Development
1.5.3	Seek funding to assist the region's key festivals with strategic planning, including succession planning	Complete	Office of the GM	Director Strategy, Community and Development
1.5.4	Develop and implement an event framework including policy, grant program, strategy and organisers toolkit	Complete	Strategy and Place	Community and Cultural Development
1.5.5	Provide in-kind sponsorship for events as per event sponsorship policy	\$ value of in-kind sponsorship	Strategy and Place	Community and Cultural Development
1.5.6	Seek funding to expand the program of community events	Complete	Office of the GM	Director Strategy, Community and Development
1.5.7	Develop a seasonal cultural calendar of events by December 2018	Complete	Strategy and Place	Community and Cultural Development

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.6 Support and partner with other agencies to ensure community safety			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.6.1	Maintain active partnerships with Emergency Service agencies	Complete	Assets	
1.6.2	Review and implement Councils Companion Animal Plan	Complete	Development and Environment	Ranger Services
1.6.3	Identify opportunities to apply for grant funding to support community safety	Complete	Community Services	MSO
1.6.4	Work in partnership with Murrumbidgee Local Health District to ensure sustainability of services now and into the future	Complete	Community Services	MSO
1.6.5	Partner with other agencies to develop Crime Prevention Plan	Complete	Strategy and Place	Community and Cultural Development
1.6.6	Seek funding to support the appointment of a Crime Prevention Officer	Complete	Office of the GM	Director Community, Strategy, Development
1.6.7	Investigate feasibility of installing CCTV as part of a broader crime reduction strategy	Complete	Office of the GM	Director Community, Strategy, Development
1.6.8	Support the NSW Police community policing strategy	Complete	Office of the GM	Director Community, Strategy, Development

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.7 Manage Council's resources in a manner which is equitable and ensures organisational sustainability			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.7.1	Maintain Council's Rate collections to a minimum percentage of at least 90%	≥90%	Finance and I.T.	
1.7.2	Develop a framework to review lease arrangements for community assets	Complete	Assets	Facilities, Utilities and Open Spaces
1.7.3	Finalise unqualified financial statements by 31 October	Complete	Finance and I.T.	
1.7.4	Advocate to political leaders to financially cover unfunded costs of amalgamation.	Complete	Office of the GM	

2021 Delivery Program Strategy	1.8 Advocate for and support the provision of affordable housing in our towns and villages			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.8.1	Develop concept plan for Stage 3 of Snowview Estate	Complete	Assets	Survey and Design
1.8.2	Lobby the NSW Government to prioritise social and affordable housing	Complete	Office of the GM	Survey and Design

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.9 Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.9.1	Provide strategic advice in relation to land use as required	Complete	Development and Environment	Building
1.9.2	Development Applications are approved within 30 days	90%	Development and Environment	Building
1.9.3	Develop new draft Development Control Plan by June 2019	Complete	Development and Environment	Planning
1.9.4	Develop new draft Local Environment Plan by June 2019	Complete	Development and Environment	Planning
1.9.5	Finalise current stage of Independent Living Units in Tumarumba	Complete	Assets	Facilities, Utilities, Open Spaces

2. Growth through innovation

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community.			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.1.1	Support local tourism operators and businesses by providing resources and information	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.1.2	Implement priority actions from the Economic Development Strategy	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.1.3	Liaise with government agencies, educational institutions and other organisations to target identified skills gaps in the labour force	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.1.4	Liaise with horticultural associations and peak bodies to promote the Shire's suitability for horticultural enterprises	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.1.5	Work with local champions to assist in building momentum and participation in value added food and wine enterprises	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.1.6	Support the establishment of businesses that provide essential services for visitors, such as camping, caravans and luxury accommodation	Complete	Office of GM	Director Strategy, Community and Development
2.1.7	Advocate for increased investment in softwood plantations and the opening up of new land for plantings	Complete	Office of GM	
2.1.8	Seek funding and partners to deliver capacity building opportunities to local businesses	Complete	Office of GM	Director Strategy, Community and Development
2.1.9	Support the expansion of the Mannus Correctional Centre	Complete	Office of GM	
2.1.10	Support the local horticulture industry in the development of strategies that help address the issues of the seasonal workforce	Complete	Office of GM	Director Strategy, Community and Development
2.1.11	Investigate the feasibility of developing a refugee resettlement strategy for Snowy Valleys	Complete	Office of GM	Director Strategy, Community and Development
2.1.12	Work with local employers to develop an Employer Sponsored Skilled Migration Program	Complete	Office of GM	Director Strategy, Community and Development
2.1.13	Advocate for the relocation of the Forestry Corporation Headquarters to Tumut	Complete	Office of GM	

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community.			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.1.14	Deliver construction and development industry briefing session	One per year	Development and Environment	
2.1.15	Partner with Snowy Hydro to ensure sustainable outcomes for the region as a result of Snowy 2.0	Complete	Office of GM	Office of GM
2.1.16	Implement priority actions from the Visitor Services Strategy	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.1.17	Maintain a close working relationship with major industry employers	Complete	Office of GM	Office of GM
2.1.18	Partner with Towong Shire Council and the Upper Murray 2030 Steering Committee to deliver Upper Murray 2030 projects	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.1.19	Advocate for increased feral animal control to better support the agricultural industry	Complete	Office of GM	Director Strategy, Community and Development

2021 Delivery Program Strategy	2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.2.1	Implement priority actions from the Destination Management Plan	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.2	Investigate funding programs that increase opportunities to take advantage of the natural landscape for recreation	Complete	Office of the GM	Director Strategy, Community and Development
2.2.3	Support funding applications and private sector investment in tourism experiences that capitalise on the natural beauty of the area	Complete	Office of the GM	Director Strategy, Community and Development
2.2.4	Partner with cycling groups to investigate the development of road cycling opportunities	Complete	Office of the GM	Director Strategy, Community and Development

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy.			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.2.5	Investigate feasibility of establishing a standalone Visitor Centre in Tumut with industry partners	Complete	Office of the GM	Director Strategy, Community and Development
2.2.6	Support local community organisations to encourage a return of the Warby team to Blowering Dam	Complete	Office of the GM	Director Strategy, Community and Development
2.2.7	Finalise destination marketing plan by October 2018	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.8	Develop and implement Tourism Branding Strategy	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.9	Seek grant funding to implement Hume and Hovell MTB Masterplan	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.10	Update photography & videography gallery for entire region, including development of project brief - completed by December 2018	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.11	Development of new tourism website by February 2019	Funded	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.12	Increase visitation at tourism events across the region	Trend increase in tourism event attendees	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.13	Implement the RV friendly program for Batlow	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.2.14	Provide and support visitor servicing through the operation of visitor centres	Number of visits to Visitor Information Centres	Strategy and Place	Economic Development, Tourism, Major Grants

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.3 Promote, support and attract local small businesses			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.3.1	Partner with the Chambers of Commerce to support local businesses	Complete	Strategy and Place	Economic Development, Tourism, Major Grants

2021 Delivery Program Strategy	2.4 Lobby for better telecommunications services			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.4.1	Advocate for better telecommunication services	Complete	Office of GM	

2021 Delivery Program Strategy	2.5 Partner with local education institutions to facilitate opportunities for locals to access education, training and employment to strengthen the local economy			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.5.1	Advocate for Country University campus	Complete	Office of GM	
2.5.2	Investigate opportunity to provide satellite conferencing facilities locally	Complete	Office of GM	Director Strategy, Community and Development
2.5.3	Explore opportunities to partner with TAFE, local business and industry to develop educational opportunities that support local industry	Complete	Office of GM	Director Strategy, Community and Development
2.5.4	Facilitate training, skills and education opportunities for residents	Complete	People, Culture and Governance	Human Resources and WHS
2.5.5	Lobby for the establishment of a joint use education and business facility incorporating a Country University Centre, business hub and auditorium suitable for conferences	Complete	Office of GM	

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.6 Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
2.6.1	Promote Snowy Valleys Council as a location to invest in	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.6.2	Provide information on value adding to interested producers and link operators with available help and resources	Complete	Strategy and Place	Economic Development, Tourism, Major Grants
2.6.3	Progress the development of Industrial Estate areas	Complete	Development and Environment	Planning
2.6.4	Investigate the development of knowledge and other beneficial exchanges with our Sister City Morris, Illinois USA	Complete	Office of GM	
2.6.5	Investigate recycling processing opportunities	Complete	Office of GM	Director Strategy, Community and Development

3. Our natural environment

We care and protect our natural environment to ensure future generations can experience and enjoy its beauty

2021 Delivery Program Strategy	3.1 Demonstrate leadership in environmental sustainability by reducing Council's carbon footprint and supporting the use of clean energy			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
3.1.1	Develop and implement strategy to reduce Council's carbon footprint	Complete	Assets	Utilities, Open Spaces, Facilities
3.1.2	Investigate opportunities to utilise clean energy in Council's operations	Complete	Assets	Utilities, Open Spaces, Facilities
3.1.3	Investigate feasibility of establishing fast electric car charging stations	Complete	Office of GM	Director Infrastructure and Assets
3.1.4	Promote the small scale Renewable Energy Scheme to the community	Complete	Office of GM	Director Strategy, Community and Development

2021 Delivery Program Strategy	3.2 Promote programs and initiatives which encourage more sustainable living			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
3.2.1	Develop waste and recycling education program	Complete	Assets	Waste
3.2.2	Deliver waste weekends for the community	Complete	Assets	Waste
3.2.3	Facilitate waste recycling program at community events	Complete	Assets	Waste
3.2.4	Increase number of participants in schools recycling education program	Trend increase in # participants	Assets	Waste

3. Our natural environment (continued)

We care and protect our natural environment to ensure future generations can experience and enjoy its beauty

2021 Delivery Program Strategy	3.3 We sustainability manage waste through a commitment to resource recovery and best practice waste management			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
3.3.1	Develop and implement a Waste and Recycling Strategy	Complete	Assets	Waste
3.3.2	Develop an environmental risk profile for landfill sites	Complete	Assets	Waste
3.3.3	Advocate for a manual container deposite system in Tumarumba	Complete	Assets	Waste
3.3.4	Maintain active membership in Regional Waste Forums (REROC and South West Regional Waste Management Group)	# meetings attended	Assets	Waste

2021 Delivery Program Strategy	3.4 Protect and manage the local environment including air quality, waterways, rivers and streams			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
3.4.1	Collect samples and test public water supply as required by legislation	Complete	Development and Environment	Environmental Health
3.4.2	Conduct waste water inspections in accordance with onsite sewerage management policy	Target 100%	Development and Environment	On Site Sewerage Management

2021 Delivery Program Strategy	3.5 Partner and support other agencies to protect local fauna and biodiversity ecosystems			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
3.5.1	Implement actions from Council's Weed Action Plan	Complete	Development and Environment	Biosecurity
3.5.2	Provide environmental weed educational materials	Complete	Development and Environment	Biosecurity
3.5.3	Implement Roadside Vegetation Management Plan actions	Complete	Development and Environment	Biosecurity
3.5.4	Seek funding to support weed control activities	\$ successful grants	Development and Environment	Biosecurity
3.5.5	Participate in Eastern Regional Weeds Advisory Group	# meetings attended	Development and Environment	Biosecurity
3.5.6	Work to rehome impounded animals	Target 90% rehoming rate	Development and Environment	Ranger Services
3.5.7	Establish a relationship with the National Arboretum in Canberra to investigate a specimen tree planting program	Complete	Office of the GM	Director Infrastructure and Assets

4. Communication and engagement

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.1 Partner with local communities to create an ongoing culture of engagement to aid Council decision making			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
4.1.1	Develop a program of advertised visits to each community for Councillors	Complete	Strategy and Place	Communication, Strategy and Engagement
4.1.2	Promote and build capacity of the community to access Council's 'Have your Say' online engagement platform	Increase in online engagement participants	Strategy and Place	Communication, Strategy and Engagement
4.1.3	Implement actions from the community engagement action plan	Complete	Strategy and Place	Communication, Strategy and Engagement
4.1.4	Undertake Community engagement for placemaking initiatives	Complete	Strategy and Place	Community and Cultural Development
4.1.5	Establish strategic reference groups (SRG)	Complete	Office of GM	Office of GM
4.1.6	Deliver themed Mayoral Summits	Target 4 per year	Office of GM	Office of GM

2021 Delivery Program Strategy	4.2 Deliver a communication strategy which ensures the community receives information in a timely and convenient manner			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
4.2.1	Implement media policy and procedures	Complete	Strategy and Place	Communication, Strategy & Engagement
4.2.2	Maintain a website that is relevant, current and a frontline information source	Increase in unique visitors to website	Strategy and Place	Communication, Strategy & Engagement
4.2.3	Develop and implement Corporate Communications Strategy	Complete	Strategy and Place	Communication, Strategy and Engagement
4.2.4	Develop suite of visual communications to promote council services, projects and events	Complete	Strategy and Place	Communication, Strategy and Engagement
4.2.5	Promote community participation in Council's digital media platforms	Increase in Facebook 'likes' and post reach	Strategy and Place	Communication, Strategy & Engagement

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.3 Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
4.3.1	Complete the actions in the ICT Amalgamation Strategy	Complete	Finance and I.T.	I.T.
4.3.2	Investigate feasibility and application of emerging technologies	Complete	Finance and I.T.	I.T.
4.3.3	Develop and implement ICT Strategy	Complete	Finance and I.T.	I.T.
4.3.4	Develop and implement strategic human resources plan	Complete	People Culture Governance	HR and WHS
4.3.5	Implement incident management and safety software module	Complete	People Culture Governance	HR and WHS
4.3.6	Implement priority actions from Workforce Management Plan	Complete	People Culture Governance	HR and WHS
4.3.7	Develop and implement a WHS framework	Complete	People Culture Governance	HR and WHS
4.3.8	Increase participation in staff health and well being activities and initiatives	Increase in participation rates	People Culture Governance	HR and WHS
4.3.9	Provide University scholarships and TAFE awards	Complete	People Culture Governance	HR and WHS
4.3.10	Implement the Culture Change program	Complete	People Culture Governance	HR and WHS
4.3.11	Develop and implement a training plan across organisation	Complete	People Culture Governance	HR and WHS
4.3.12	Integrate IMS accreditation system across the Infrastructure Works Division	Complete	Works	Safety and Systems

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.4 Provide a high level of customer service to the community			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
4.4.1	Develop complaint management framework by February 2019	Complete	People Culture Governance	Governance
4.4.2	Develop and implement a Customer Service Framework	Complete	People Culture Governance	Customer Service
4.4.3	Undertake a training program of training for front of house customer service team	Complete	People Culture Governance	Customer Service
4.4.4	Develop a mechanism to capture customer feedback	Complete	People Culture Governance	Customer Service
4.4.5	Conduct a community satisfaction survey annually	Complete	Strategy and Place	Communications, Strategy and Engagement
4.4.6	Develop an internal communications strategy	Complete	Strategy and Place	Communications, Strategy and Engagement
4.4.7	Implement telephony data capture to support improved customer service	Complete	People Culture Governance	Customer Service
4.4.8	Develop an internal knowledge base for use across by customer service team	Complete	People Culture Governance	Governance

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.5 Provide a high level of customer service to the community			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
4.5.1	Develop and implement an Enterprise Risk Management Framework	Complete	People Culture Governance	Governance
4.5.2	Develop and implement a fraud and corruption framework	Complete	People Culture Governance	Governance
4.5.3	Develop and implement a business continuity plan	Complete	People Culture Governance	Governance
4.5.4	Undertake 3 internal audits annually	3 audits completed per year	People Culture Governance	Governance
4.5.5	Implement actions from the Internal Audit and Improvement plan	Complete	People Culture Governance	Governance
4.5.6	Convene Internal Audit Committee meetings quarterly	4 meetings per year	People Culture Governance	Governance
4.5.7	Convene meetings for the Safety, Risk and Quality committee quarterly	4 meetings per year	People Culture Governance	Governance
4.5.8	Develop and implement a Volunteer Management Framework	Complete	People Culture Governance	Governance
4.5.9	Provide support to volunteer groups and section 355 committees to manage risks	Complete	People Culture Governance	Governance

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.6 Council builds strong relationships with other organisations to advocate for our communities			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
4.6.1	Advocate for funding for children's services	Complete	Community Services	Children's Services
4.6.2	Review and update Advocacy Plan	Complete	Office of GM	Office of GM
4.6.3	Advocate to expediate the construction of the new Tumut hospital	Complete	Office of GM	Office of GM
4.6.4	Lobby for the installation of overtaking lanes on the Snowy Mountains Highway to improve road safety	Complete	Office of GM	Director Infrastructure and Assets
4.6.5	Lobby to seek funding to improve timber haulage roads	Complete	Office of GM	Director Infrastructure and Assets
4.6.6	Lobby to obtain grant funding to upgrade Brindabella Road	Complete	Office of GM	Director Infrastructure and Assets
4.6.7	Support actions to develop greater educational choice within Snowy Valleys Council	Complete	Office of GM	Director Strategy, Community and Development
4.6.8	Maintain an active Regional Organisation membership	# meetings attended	Office of GM	Office of GM
4.6.9	Maintain active involvement with RDA Riverina and RDA Murray	Complete	Office of GM	Office of GM
4.6.10	Advocate for a natural gas pipeline to Tumbarumba	Complete	Office of GM	Office of GM
4.6.11	Advocate for a softwood 'centre of excellence'	Complete	Office of GM	Office of GM

5. Our infrastructure

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.1 Provide a program to improve local roads			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
5.1.1	Complete the 2017/2018 infrastructure maintenance and construction program	Complete	Works	Construction and Road Maintenance

2021 Delivery Program Strategy	5.2 Provide well maintained safe, vibrant and accessible community spaces and facilities			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
5.2.1	Maintain and improve public facilities, buildings, amenities within budget	Complete	Works	Utilities Open Spaces Facilities
5.2.2	Manage Swimming Pools in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines.	Complete	Works	Utilities Open Spaces Facilities
5.2.3	Undertake a study to determine infrastructure improvements needed to support large scale event attraction, sporting and other	Complete	Office of GM	Director Infrastructure and Assets

5. Our infrastructure (continued)

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.3 Provide and partner with other agencies to deliver an effective, safe local transport network			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
5.3.1	Apply for Federal and State road safety/blackspot grants	\$ value of successful funding	Office of GM	Director Infrastructure and Assets
5.3.2	Implement actions from the Road Safety action plan	Complete	Assets	Road Safety
5.3.3	Liaise with neighbouring councils and ACT Minister to lobby State and Federal Government for additional road funding	Complete	Office of GM	Director Infrastructure and Assets
5.3.4	Advocate for funding to improve local transport network including rail links, heavy haulage roads and the Tumut Aerodrome	Complete	Office of GM	Director Infrastructure and Assets
5.3.5	Advocate for upgrades to the Talbingo to Batlow road link to better accommodate the Snowy 2.0 project	Complete	Office of GM	Director Infrastructure and Assets
5.3.6	Continue lobbying efforts for funding for urgent safety improvements to the Brindabella Road	Complete	Office of GM	Director Infrastructure and Assets

2021 Delivery Program Strategy	5.4 Provide a program to deliver and improve public amenities and infrastructure which meets an acceptable community standard			
2018/19	Operational Plan Activity	Performance Measure	Division	Team
5.4.1	Implement adopted Asset Management Framework	Complete	Assets	GIS
5.4.2	Develop portfolio Asset Management Plans for Transport, Water, Sewer, Stormwater, Buildings, Open Spaces, Plan and Fleet and Waste Services	Complete	Assets	GIS
5.4.3	Develop and implement Management Plans for public parks, gardens and reserves	Complete	Assets	GIS
5.4.4	Operate airfields in compliance with CASA regulations	Complete	Assets	Survey, Design and Transport
5.4.5	Advocate for the establishment of a main water connection from Mannus Lake to Tumbarumba	Complete	Office of GM	Directors Assets and Infrastructure

5. Our infrastructure (continued)

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy		5.5 Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails		
2018/19	Operational Plan Activity	Performance Measure	Division	Team
5.5.1	Manage footpaths and cycleways in accordance with Asset Management Plans	Complete	Assets	Survey, Design and Transport
5.5.2	Develop concept plans for walkways and cycle way extensions across town and villages	Complete	Assets	Survey, Design and Transport
5.5.3	Seek funding opportunities to enhance cycleways and railtrails	Complete	Assets	Survey, Design and Transport
5.5.4	Partner with local organisations to lobby for the formalisation of recreational motorcycling tracks	Complete	Office of GM	Director Assets and Infrastructure

2021 Delivery Program Strategy		5.6 Provide high quality, safe and accessible open spaces and places for active and passive recreation		
2018/19	Operational Plan Activity	Performance Measure	Division	Team
5.6.1	Review and implement the Capital Sports Grants Program	Complete	Strategy and Place	Community and Cultural Development
5.6.2	Seek funding opportunities to enhance active and passive recreation opportunities	Complete	Assets	Utilities Open Spaces Facilities
5.6.3	Review off leash designated areas across the Council areas	Complete	Assets	Utilities Open Spaces Facilities
5.6.4	Develop service level agreements for open spaces	Complete	Assets	Utilities Open Spaces Facilities
5.6.5	Develop Plans of Management for community lands to enable increased accessibility and enjoyment	Complete	Assets	Utilities Open Spaces Facilities
5.6.6	Seek funding to improve accessibility	Complete	Assets	Utilities Open Spaces Facilities
5.6.7	Undertake assessment of all council managed Crown Lands and investigate transfer of ownership to Council where deemed appropriate	Complete	Assets	Utilities Open Spaces Facilities



Revenue Policy

Snowy Valleys Council is committed to a user-pay principle and will recover the full cost of services provided to rate payers, unless the cost of the service is controlled by another authority or where a community service obligation is clearly identified.

Income and Expenditure 2018-2019 – Financial Estimates

INCOME	
Rates and Annual Charges	16,796,237
User Charges and Fees	12,424,027
Interest and Investment Revenues	821,146
Other Revenues	739,640
Grants & Contributions - Operating	8,457,472
Grants & Contributions - Capital	7,364,508
Total Income from Continuing Operations	46,603,030
EXPENSES	
Employee Costs	16,619,078
Borrowing Costs	355,302
Materials & Contracts	10,475,444
Depreciation	11,335,704
Other Expenses	3,991,645
Total Expenses from Continuing Operations	42,777,172
Net Operating Result from Continuing Operations	3,825,858

Schedule of Fees and Charges

Detailed information of the Schedule of Fees and Charges that will apply in 2018-2019 are located in a separate document. This document can be found on Council's website, at Shire Libraries and Council's Administration Building.

The 2018-19 Schedule of Fees and Charges have been prepared on the following basis:

- Increased where permissible;
- Calculated on the basis of full cost recovery from the user where such a recovery is approved by Council; and
- Identifying the true cost of community service obligations.

Council will apply the maximum permissible rate of interest payable of 7.5% as set by the Minister of Local Government on outstanding rates, water charges, sewer charges and all sundry debtor accounts.

Proposed Borrowings

Tumbarumba Caravan Park upgrade - \$500,000.

Tumbarumba Retirement Village Stage 2 - \$500,000.

Special Rate Variation

In 2005/2006 the former Tumut Shire Council applied and was successful in gaining a 10% special rate variation for 15 years.

The application was approved in two segments:

1. 29 June 2005 5.01% for 15 years \$205,066 plus annual rate cap; and
2. 27 June 2006 4.99% for 14 years \$225,142 plus annual rate cap

The 10% increase to rates must be reversed in the 2020/2021 financial year.

The revenue is to be raised and utilised for existing infrastructure maintenance in the areas of roads, bridges and storm water, as well as a minor component going towards funding the Open Space Strategy.

Levied Rates

Former Tumbarumba Area - Waste Management Charges			
Domestic waste	\$405.00	1111	\$449,955
Commercial waste	\$480.00	173	\$83,040
School waste	\$380.00	14	\$5,320
Waste access charge	\$26.00	2472	\$64,272
Total charges			\$602,587
Former Tumbarumba Area - Waste Management Charges			
Waste Access Charge	\$26.00	5481	\$142,506
Domestic / Premises Section 496 LG Act	\$330.00	4099	\$1,352,670
Business Premises Section 501 LG Act	\$330.00	377	\$124,410
Schools	\$330.00	37	\$12,210
Recycling Services	\$104.00	14	\$1,456
Vacant Land	\$26.00	209	\$5,434
Total Charges			\$1,638,686

Former Tumbarumba Area - Sewer Charges			
	Charge	Number	Estimated Yield
Residential access charge	\$674.00	904	\$609,296.00
Commercial access charge - 20mm	\$388.00	123	\$47,724.00
Commercial access charge - 25mm	\$607.00	18	\$10,926.00
Commercial access charge - 40mm	\$1,554.00	2	\$3,108.00
Commercial access charge - 50mm	\$2,428.00	8	\$19,424.00
Commercial access charge - 80mm	\$6,216.00	1	\$6,216.00
Commercial access charge - 100mm	\$9,712.00	2	\$19,424.00
Total charges			\$716,118.00
Former Tumut Area - Sewer Charges			
	Charge	Number	Estimated Yield
Connected Sewerage Charge	\$698.00	3721	\$2,597,258
Unoccupied Sewerage Charge	\$435.00	177	\$76,995
Non-Residential			
Sewer Access Charge – 20mm	\$659.00	418	\$275,462

Sewer Access Charge – 25mm	\$1,046.00	83	\$86,818
Sewer Access Charge – 32mm	\$1,694.00	34	\$57,596
Sewer Access Charge – 40mm	\$2,656.00	31	\$82,336
Sewer Access Charge – 50mm	\$4,130.00	24	\$99,120
Sewer Access Charge – 80mm	\$4,130.00	5	\$20,650
Sewer Access Charge – 100mm	\$4,130.00	6	\$24,780
Sewer Access Charge – 150mm	\$4,130.00	1	\$4,130
Total Charges			\$3,325,145
Former Tumbarumba Area - Water Access Charges			
	Charge	Number	Estimated Yield
Water access charge – 20mm	\$358.00	1258	\$450,364
Water access charge – 25mm	\$559.00	29	\$16,211
Water access charge – 40mm	\$1,431.00	4	\$5,724
Water access charge – 50mm	\$2,236.00	9	\$20,124
Water access charge – 80mm	\$5,724.00	1	\$5,724

Water access charge – 100mm	\$8,943.00	2	\$17,886
Water access charge – raw water	\$510.00	1	\$510
Unmetered annual charge	\$675.00	11	\$7,425
Snowy Hydro 50 + 100	\$11,179.00	2	\$22,358
Total charges			\$546,326

Former Tumut Area - Water Access Charges

Meter Size	Charge	Number	Estimated Yield
Water Access Charge – 20mm	\$139.00	4732	\$657,748
Water Access Charge – 25mm	\$219.00	117	\$25,623
Water Access Charge – 32mm	\$356.00	35	\$12,460
Water Access Charge – 40mm	\$560.00	39	\$21,840
Water Access Charge – 50mm	\$873.00	29	\$25,317
Water Access Charge – 80mm	\$2,227.00	5	\$11,135

Water Access Charge – 100mm	\$3,482.00	8	\$27,856
Water Access Charge – 150mm	\$7,841.00	2	\$15,682
Total Charges			\$797,661

Meter Size – Raw Water	Charge	Number	Estimated Yield
Raw Water Access Charge – 20mm	\$139.00	8	\$1,112
Raw Water Access Charge – 25mm	\$219.00	2	\$438
Raw Water Access Charge – 32mm	\$356.00	1	\$356
Raw Water Access Charge – 40mm	\$560.00	3	\$1,680
Raw Water Access Charge – 50mm	\$873.00	6	\$5,238
Raw Water Access Charge – 80mm	\$2,227.00	2	\$4,454
Raw Water Access Charge – 100mm	\$3,482.00	4	\$13,928
Raw Water Access Charge – 150mm	\$7,841.00	0	0
Total Charges			\$27,206

Former Tumbarumba Area - Stormwater Charges (LG Circular 05/69)

	Charge	Number	Estimated Yield
Residential	\$25.00	735	\$18,375
Commercial (max charge)	\$75.00	105	\$7,875
Total charges			\$26,250

Rateable Areas within Snowy Valleys Council

Council undertakes rating in line with the Local Government Act 1993, 3 categories that applied to the former Councils at this time:

- Farmland;
- Residential (with a sub category 'Rural Residential')
- Business (with a sub category 'Inundated' and 'Rural Clubs')

Council's rating policy is based upon a 1.5% rate increase as announced by the Independent Pricing and Regulatory Tribunal of NSW. With the merger of the former Tumbarumba and Tumut Shire Councils, rates are fixed for a four year period. Only the rate increase of 1.5% is allowed.

RATING 2017 – 2018 (RATE IN \$) or Minimum \$514 after applying the 1.5% Rate Cap

Farmland

Former Tumbarumba Shire Council Area			
Category	Base Amount	Ad Valorem (per 1 cent)	Estimated Yield
Farmland	92.90	0.4201	1,628,554.37
Residential	220.16	0.5703	480,240.22
Rural Residential	241.09	0.4234	224,414.98
Business		1.2312	144,314.70
Rural Clubs		0.4923	4,775.00
Inundated		0.8257	21,161.75
			2,503,461.02
Former Tumut Shire Council Area			
Category		Ad Valorem (per 1 cent)	Estimated Yield
Farmland		0.5253	2,299,433.24
Residential		1.0005	2,996,283.34
Rural Residential		0.7356	469,436.40
Business		1.5497	901,068.86
Inundated		0.9344	17,267.86
			6,683,489.70

Section 515(1) of the Act sets out the prerequisites for occupied land to be categorised as "farmland". Section 519 facilitates the categorisation of vacant land and it should be noted that scope exists for vacant land to be categorised as "farmland" in certain circumstances via those provisions.

For land to be categorised as farmland in terms of section 515 it must be:

- a parcel of rateable land
- valued as one assessment
- the dominant use of which is for farming (that is, the business or - industry of grazing, animal feedlots, dairying, pig-farming, poultry farming, viticulture, orcharding, beekeeping, horticulture,
- vegetable growing, the growing of crops of any kind, forestry, or aquaculture within the meaning of the Fisheries Management Act 1994, or any combination of those businesses or industries) which has a significant and substantial commercial purpose or character; and
- is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

However, land is not to be categorised as farmland if it is "rural residential land": section 515(2).

Residential

Section 516(1) of the Act states that land is to be categorised as residential if it is a parcel of rateable

land valued as one assessment and:

- its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest-house, backpacker hostel or nursing home or for any other form of residential accommodation, not being a boarding house or lodging house, prescribed by the regulations); or
- in the case of vacant land, it is zoned or otherwise designated for use under an environmental planning instrument (with or without development consent) for residential purposes; or
- it is rural residential land.

Rural Residential

Rural residential land under the Local Government Act is defined in the Dictionary at the end of the Act to mean land that:

- is the site of a dwelling and is not less than 2 hectares and not more than 40 hectares in area; and
- is either:
 - not zoned or otherwise designated for use under an environmental planning instrument; or
 - zoned or otherwise designated for use under such an instrument for non-urban purposes; and
- does not have a significant and substantial commercial purpose or character.

In order to determine whether the farming has a significant and substantial commercial purpose or

character, it is legitimate for council to enquire whether the particular activity or activities carried on

are “too slight” or “too minor” to be reasonably regarded as having the requisite degree of commercial purpose or character. Thus, in the case of farming activities producing very small returns, it may be difficult, if not impossible, to designate those activities as a business having a significant and substantial commercial purpose or character. In addition, as mentioned above, there should be present in the activities some element of continuity and repetition.

Business

Section 518 of the Act states that land is to be categorised as business if it cannot be categorised as

farmland, residential, or mining.

Zoning under a Local Environmental Plan (LEP)

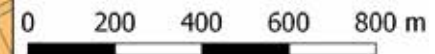
The categorisation of land for rating purposes under the Local Government Act should not be confused with a lands zoning under a LEP. They are two distinct classifications, each subject to the definitions under their respective legislations.

The maps below provide an indication of where each rating category will apply. The maps have been broken into each town and village.

Adelong

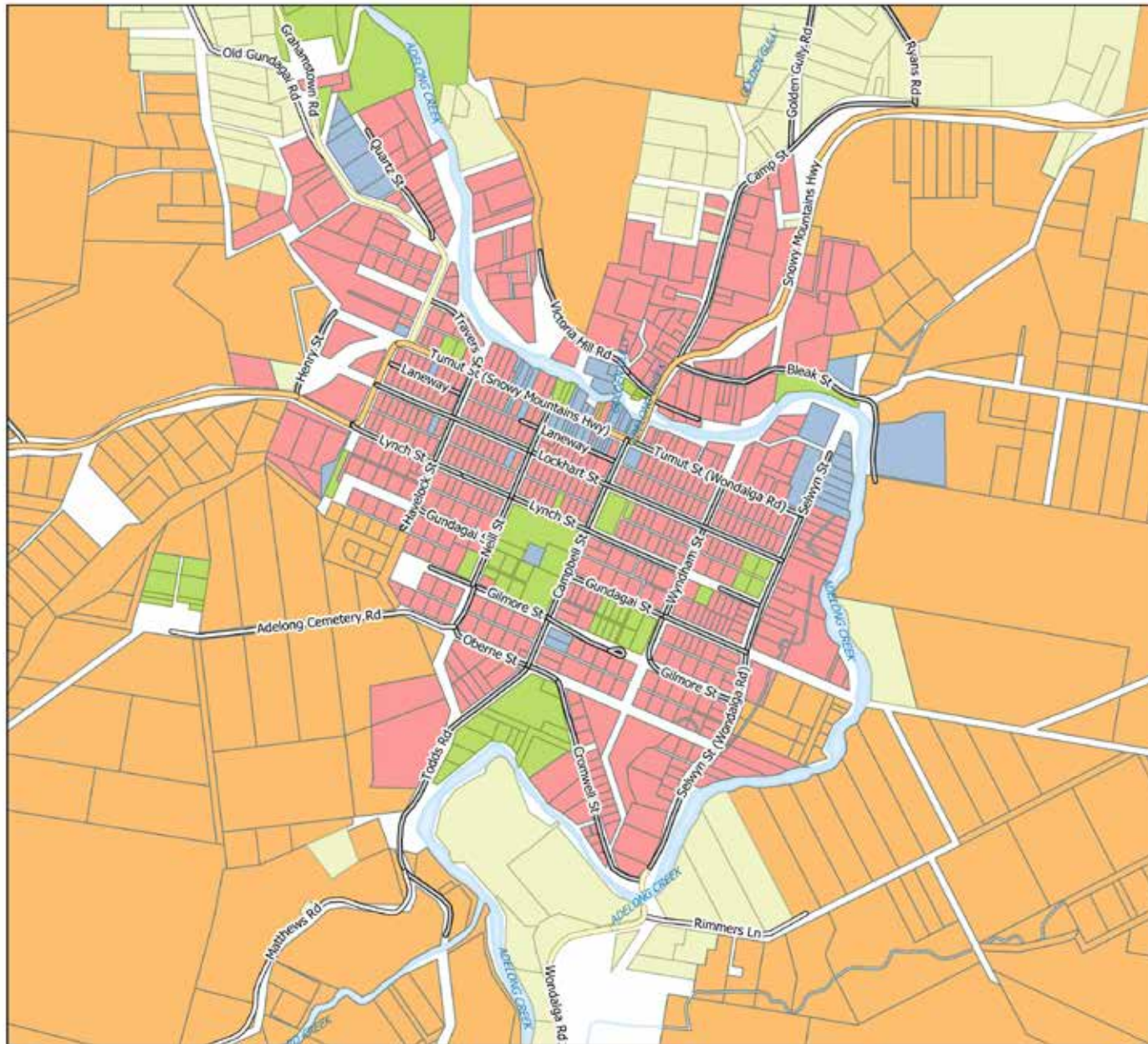
Legend

- Lots
- Water Feature
- Roads**
 - Hwy
 - Main
 - Road
 - Street
 - Private
- matched_cadastre**
 - 1 - Farmland
 - 2 - Residential
 - 3 - Business
 - 4 - Non rateable
 - 5 - Business - inundated
 - 6 - Rural Residential



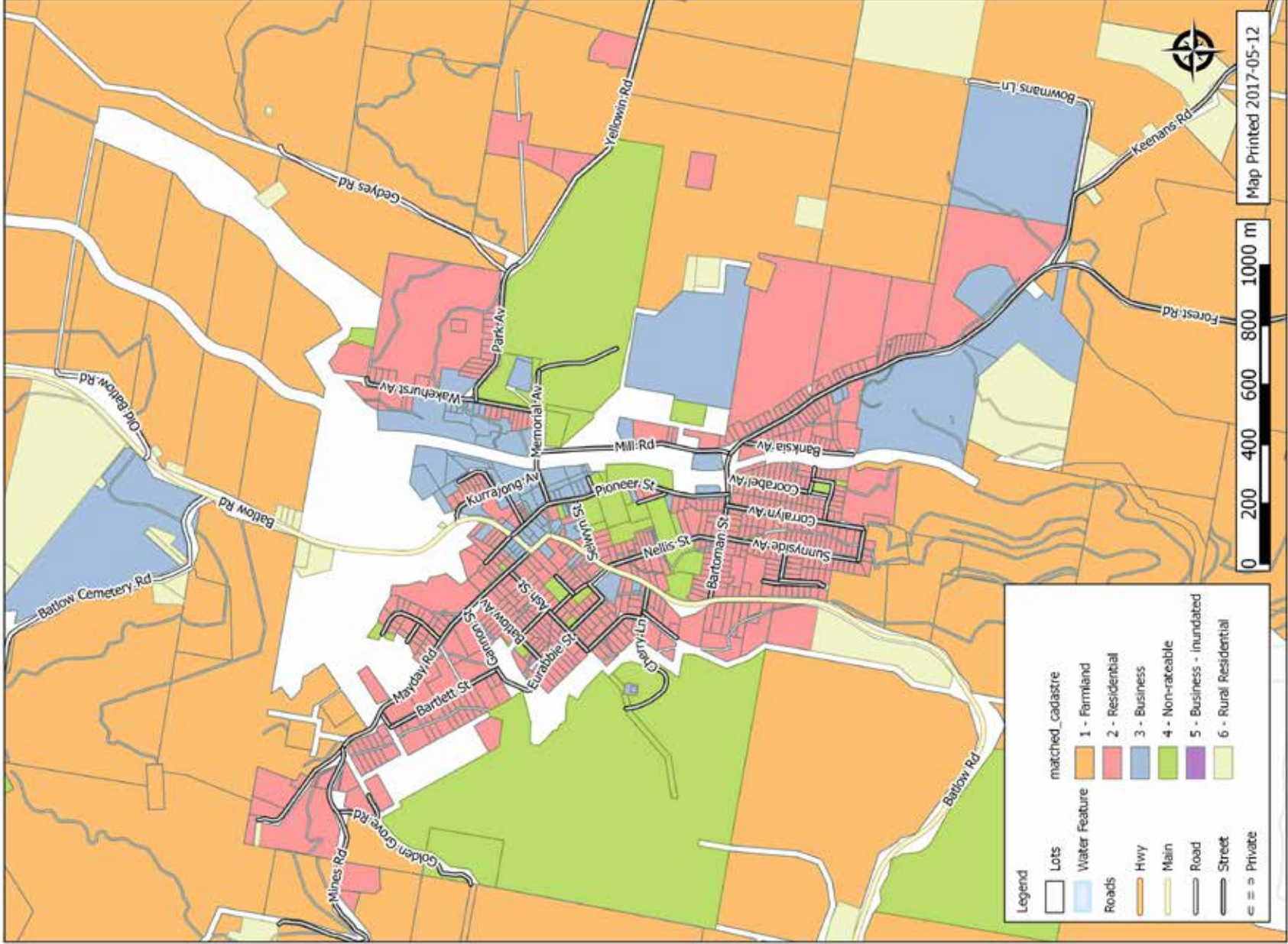
Map Printed 2017-05-12

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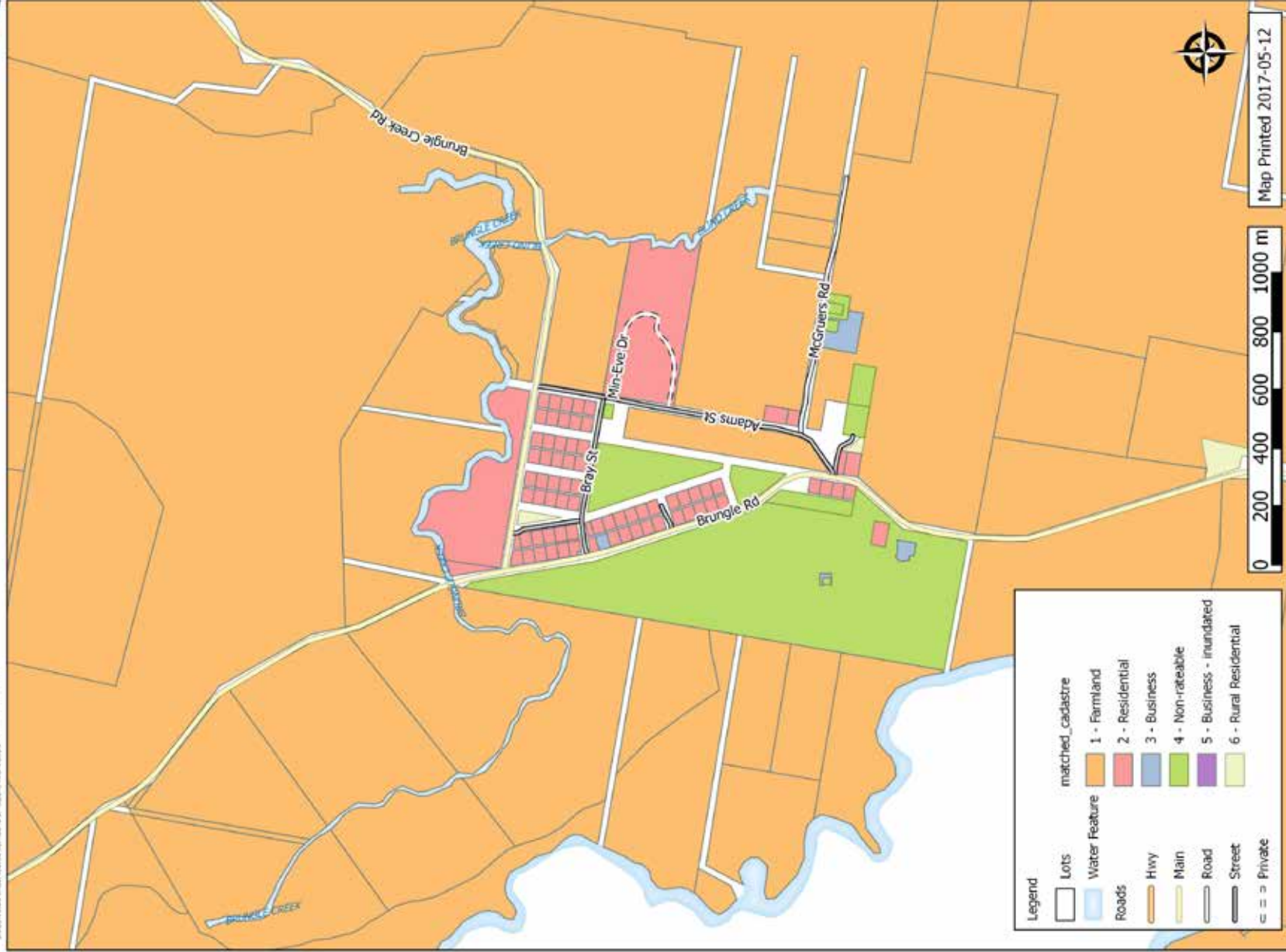
Batlow

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Brungle

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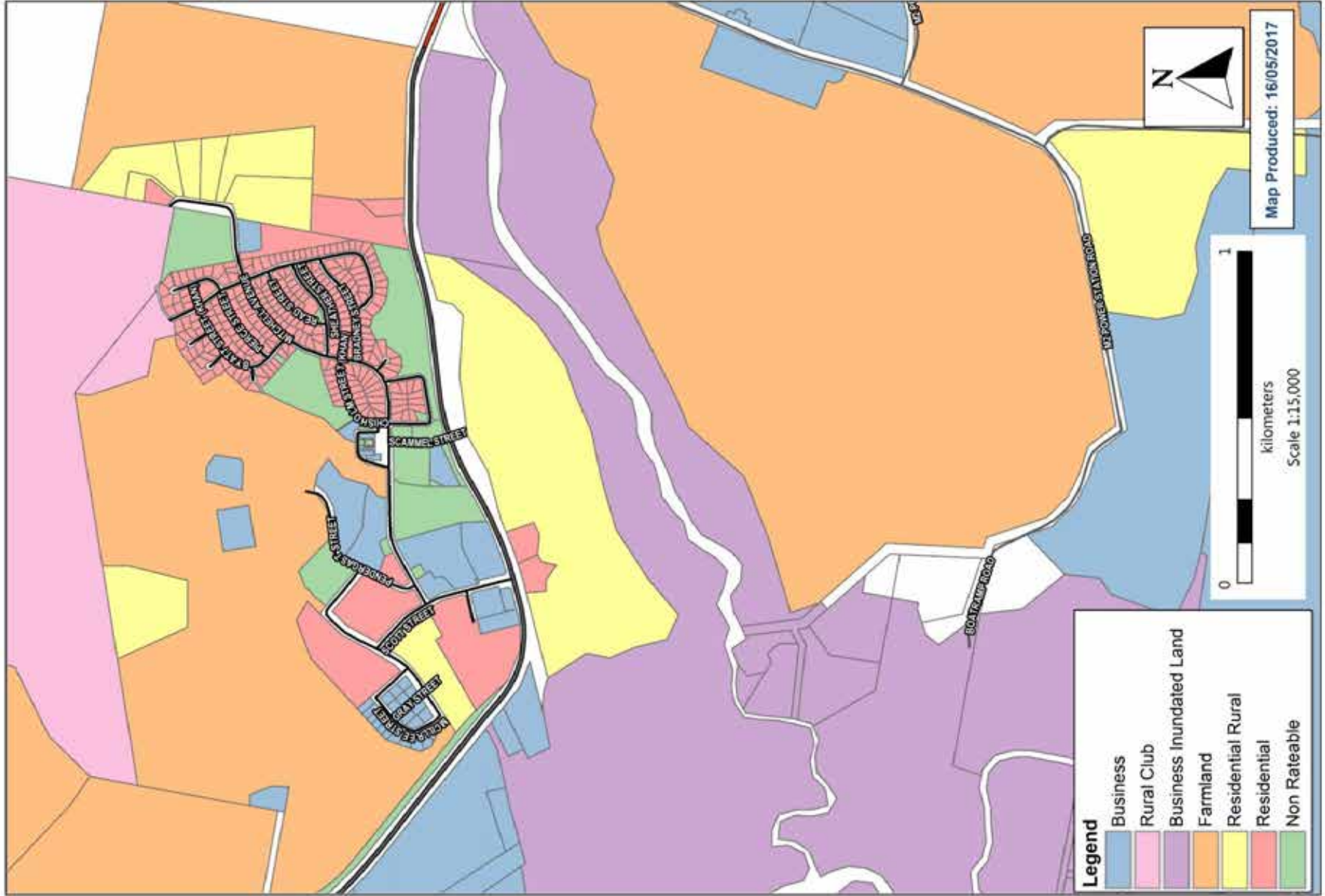
Map Printed 2017-05-12

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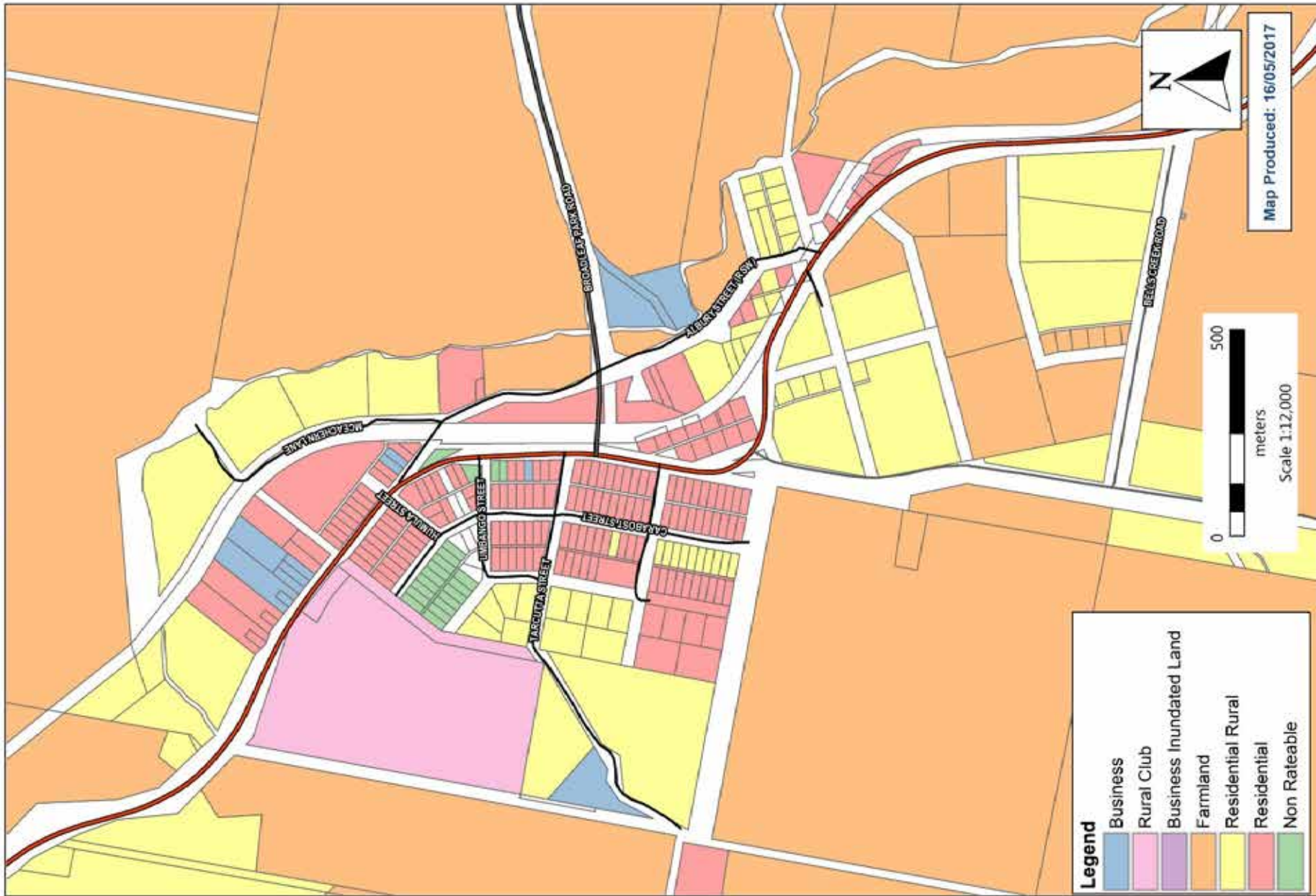
Jingellic



Khancoban





Rosewood








Talbingo







Legend

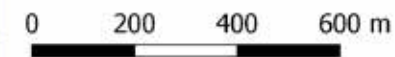
-  Lots
-  Water Feature

Roads

-  Hwy
-  Main
-  Road
-  Street
-  Private

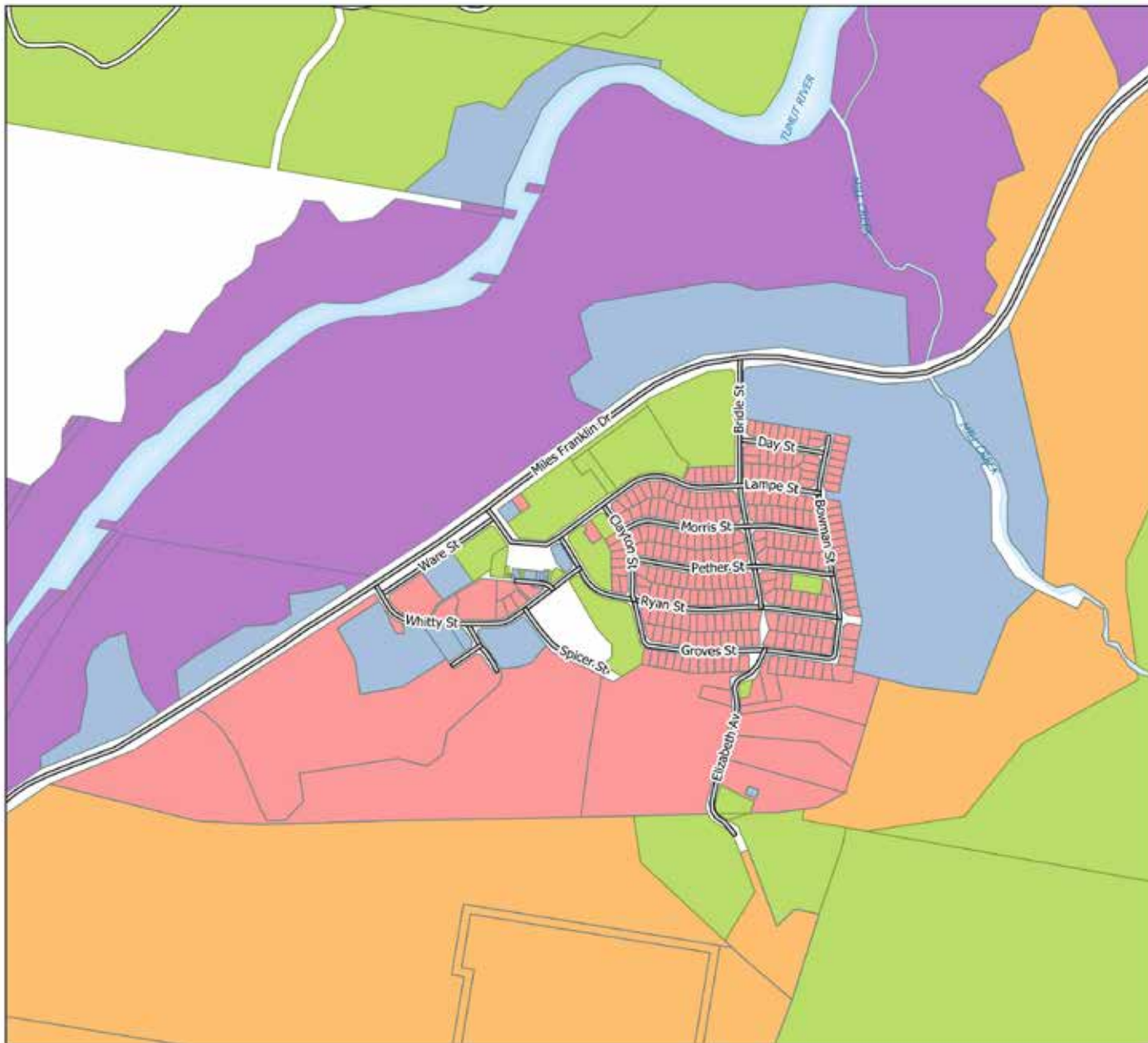
matched_cadastre

-  1 - Farmland
-  2 - Residential
-  3 - Business
-  4 - Non rateable
-  5 - Business - inundated
-  6 - Rural Residential

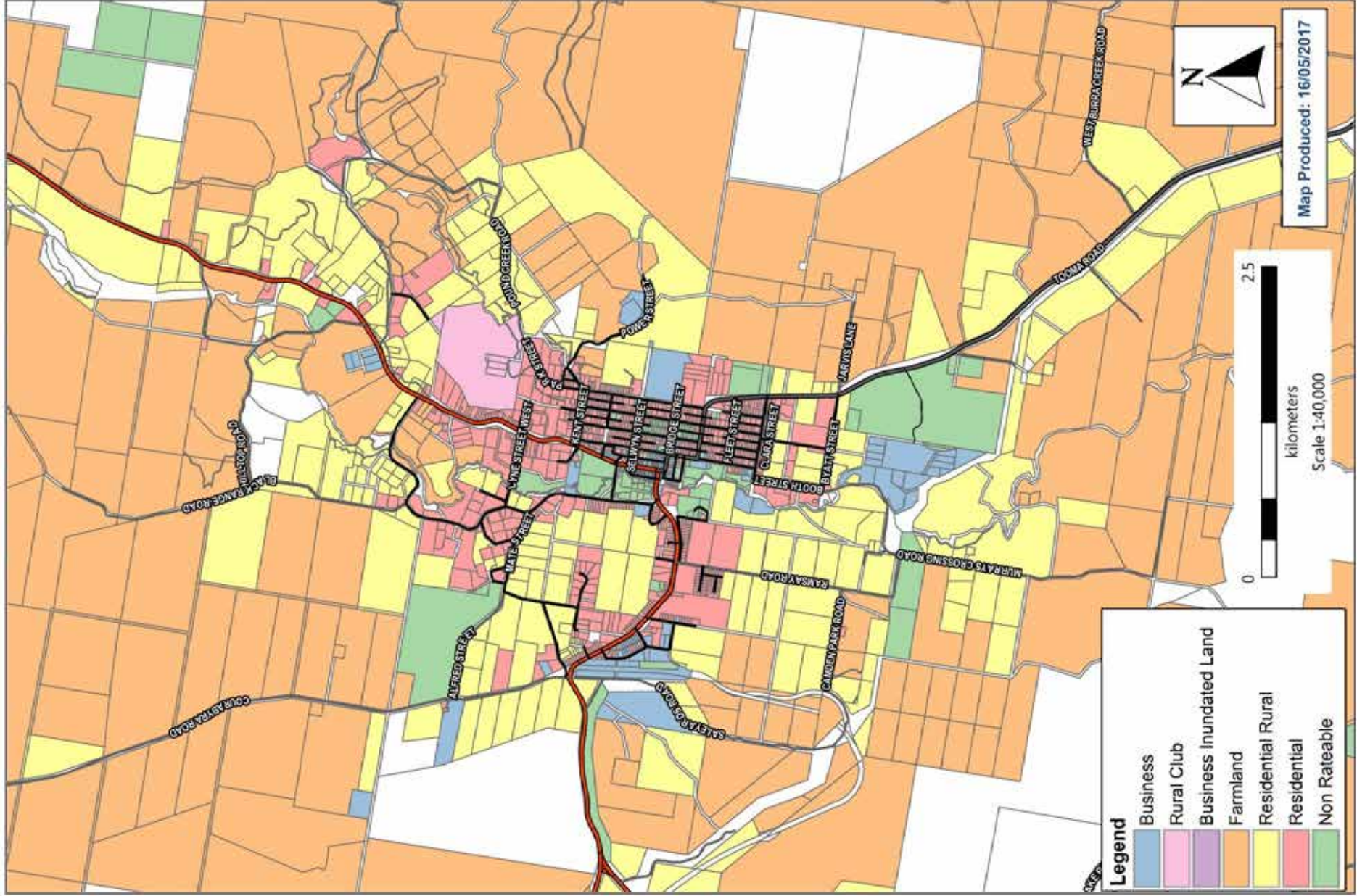


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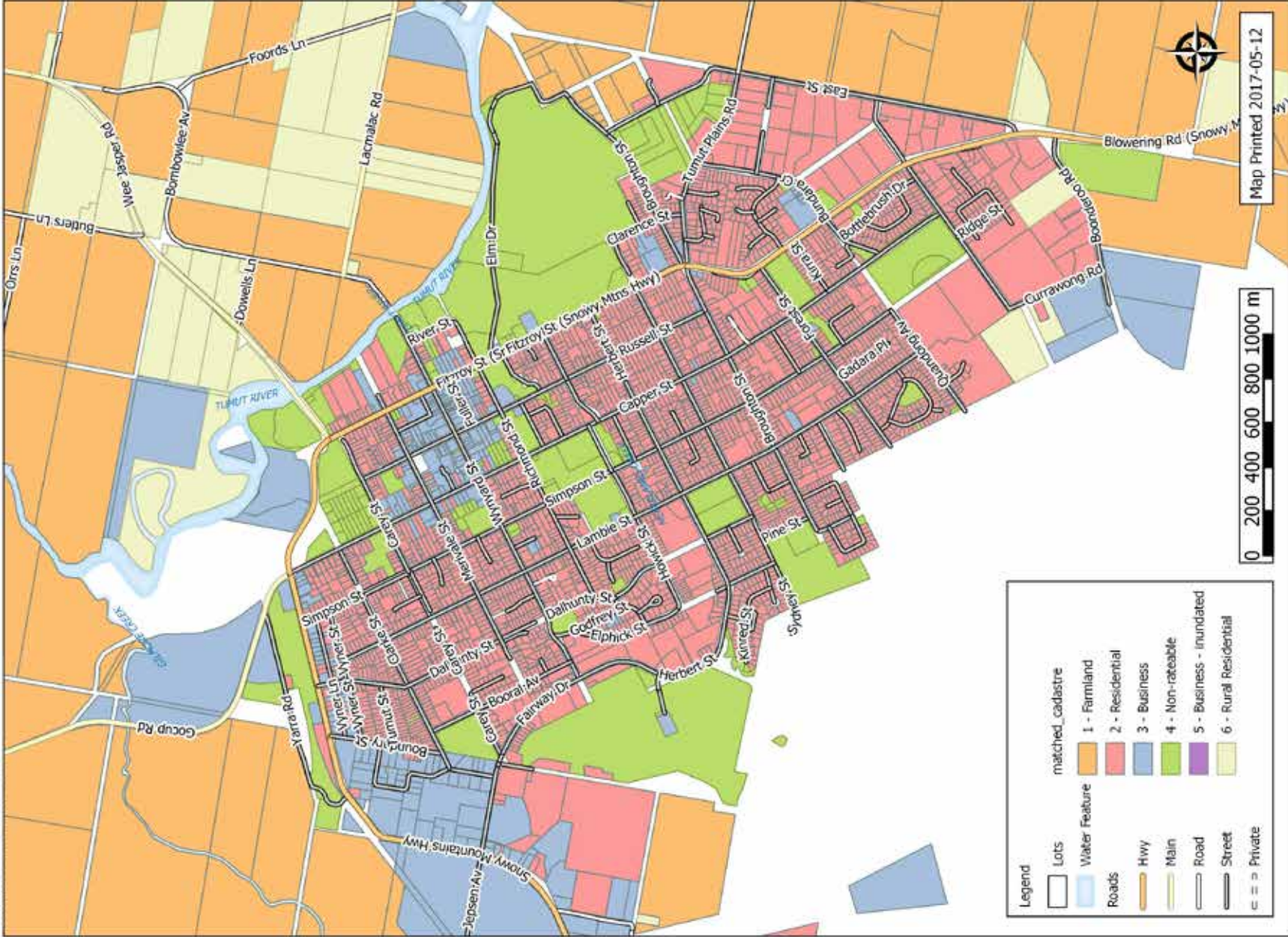
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Tumbarumba



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