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 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
1.1.1	Maintain visual appearances of town and village approaches in accordance with the approved service levels	Director Assets and Infrastructure	50	Progressing	The maintenance of the visual appearances of our towns and villages is achieved through the delivery of the following programs: - regular street sweeping - rubbish collection - road maintenance program - vegetation maintenance program - maintenance of street furniture and associated infrastructure - maintenance of parks, public facilities, open space and recreational areas
1.1.2	Assist community groups to prepare grant applications for community projects	Director Strategy, Community and Development	50	Progressing	Assistance is currently being provided to the Montreal Community Theatre to submit a grant application for the painting of the interior and exterior of the building. Assistance is being provided to the Talbingo Progress Association in a grant application for the installation of 3 flagpoles in Talbingo (2 at the Cenotaph and 1 at Dawns Kitchen). Assistance was provided to the Adelong Golf Club and the Tumut Golf Club for improvements to their grounds through the Crown Lands Improvement Fund.
1.1.3	Develop three Place Based Plans by June 2019	Director Strategy, Community and Development	25	Progressing	A framework for place based plans has been created based on the needs identified in the Community Strategic Plan. The rollout of the place based plans will follow the completion of high priority town projects.
1.1.4	Seek funding for projects that improve the amenity of our towns and villages through the development of quality accessible streetscapes	Director Assets and Infrastructure	90	Progressing	Round 2 of the Stronger Country Community Funding projects have been drafted and announced and no money has been allocated to amenities, so council will look at future funding through grants for next financial year. Reviewing additional funding when announced to determine eligibility for streetscapes
1.1.5	Investigate opportunities for activating places for young people across the region	Director Strategy, Community and Development	50	Progressing	Various opportunities and initiatives have been explored including: •Grant gained to upgrade/redevelop existing skate park in Tumut. Redevelopment planning currently in progress •Tumbarumba Community Transport & Development building mural project planning •Discussions held around ensuring youth places are explored through the Batlow CBD upgrade/cannery site •Potential of implementing a Youth Community Garden in Tumut •Khancoban community mural project
1.1.6	Deliver a program of skill building workshops for local community and event organisers	Director Strategy, Community and Development	70	Progressing	Developed and promoted with King Events to local committees and organisers two Events Management workshops in Tumbarumba 30th November and in Tumut 14th December. Full one day workshops were hosted by Belinda King from King Events. Booked grant writing workshops for communities in the region to be held in two townships over 19th and 20th March, aimed at residents seeking assistance with applying for funding.
1.1.7	Deliver Rural Transaction Centre services at Batlow Library as per the Service Level Agreement	Director Strategy, Community and Development	50	Progressing	Batlow Library continues to deliver the service as per this agreement. The Rural Transaction Centre has been in operation at the Batlow Library since 2001.
1.1.8	Review and implement Community Grants program	Director Strategy, Community and Development	50	Progressing	Tumbarumba Small Community Grants, Tumut Region Community Strengthening Grants, and Snowy Valleys Council Art & Cultural Development Grants have been advertised and allocated. Projects are due to be completed and acquitted by 30 June 2019. A new grants policy and procedure is to be developed encompassing all council community grants.
1.1.9	Implement CBD Parking Strategy across Snowy Valleys Council	Director Strategy, Community and Development	0	Not Progressing	Council decided to revoke the previous Tumut Shire Council CBD parking strategy. A further project to develop a Snowy Valleys strategy needs specific expertise and budget to be delivered. It is recommended to commence a discussion with the councillors via workshops in order to gain funding for a strategy in the 2019/20 financial year.

2021 Delivery Program Strategy — **1.2 Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life**

2018 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
1.2.1	Transition to new Jobs for Families package for children's services	Director Strategy, Community and Development	100	Completed	Federal Government implementation date of 2 July was met. Transition for families on previous Child Care Benefit was seamless.
1.2.2	Investigate funding options for improvement of Carcoola long day care centre	Director Strategy, Community and Development	30	Progressing	Community Child Care Funding application was successful. $43,000 for 2018-2019 financial year received. Ongoing support for the annual Carcoola Children's Centre Art Show and other fund raisers by resources for the service. Other funding options are being investigated.
1.2.3	Council operated children's services meet National Childcare Quality Standards	Director Strategy, Community and Development	100	Completed	Khancoban will not be assessed again in this financial year. Staff are working on actions from the review to meet the National Quality Standards.
1.2.4	Maintain or increase utilisation rates for Council child care services	Director Strategy, Community and Development	75	Progressing	Generally utilisation rates are above 75% for children's services. Half yearly results indicate above 75%.
1.2.5	Review purpose and composition of Youth Councils by June 2019	Director Strategy, Community and Development	70	Progressing	•Tumut Youth Council Strategic Plan 2018-2022 has been drafted. •Tumut Youth Council 2018/19 action plan has been drafted. •Tumbarumba Youth Council Strategic Plan 2018-2022 has been adopted. •Tumbarumba Youth Council 2018/19 action plan has been adopted.
1.2.6	Develop and implement youth capacity building program by September 2018	Director Strategy, Community and Development	45	Progressing	•Discussions held with Tafe regarding the implementation of accredited training (Certificate II in Workplace Practices) to Youth Council members. •Events management capacity building program was offered and ran in December 2018. •Met with 'Gotcha for Life' regarding men's & youth mental health and running follow-up workshops throughout all high school in SVC region.
1.2.7	Coordinate and deliver programs for seniors	Director Strategy, Community and Development	50	Progressing	Worked on Tumut based Life Long Learners program for 2018. Worked with Community Development Officer to commence preparation for events program for Seniors week 2019. Commenced Tumut based Life Long Learners program for 2019.

1.2.8	Facilitate and deliver a program of youth events and activities	Director Strategy, Community and Development	50	Progressing	•Completed analysis of previous youth activities – ongoing analysis to be conducted. •Completed Youth development & event/activity budget projection. •Spring youth holiday program created . •Relayed with SVC library's regarding holiday activities including supporting Tumbarumba Advanced Learning Holiday Education program.
1.2.9	Deliver program of children and youth events by library services	Director Strategy, Community and Development	50	Progressing	October School Holidays included two sessions on Bath Bombs at Tumut, where the children mixed ingredients to make bath bombs and learn about the chemical reaction of the ingredients used, they also designed and decorated a gift bag for their creations. Talbingo held Lego build sessions and the children were very creative with their Lego building ideas. Tumbarumba held a Teddy Bears Picnic with the children having had a lovely morning of stories, songs and rhymes.
1.2.10	Deliver new library programs for skills, technology and life long learning for the community	Director Strategy, Community and Development	50	Progressing	Staff attended STEAM training, focusing on programs with electronics, robotics and virtual reality, providing the opportunity to get hands-on experience with programmable robots Sphero and Cozmo, working in the 3D space with 3D paint and Tinkercad, basic circuitry with Circuit Playgrounds, app prototyping exercise and an introduction to mixed reality. The Library Team is now exploring options to create a suit of STEAM based training activities to be delivered in our local libraries.
1.2.11	Maintain/Increase utilisation of Council's library services	Director Strategy, Community and Development	50	Progressing	SVC Libraries Quarterly Statistics Door Count: 20360 Issues: 15442 New Members: 87 SVC Libraries, including Tumut, Tumbarumba, Batlow, Adelong and Talbingo, utilisation statistics for the First Quarter are on par with those of 2017-2018.
1.2.12	Develop and implement a Library Strategic Plan	Director Strategy, Community and Development	20	Progressing	Research and development is currently being undertaken to review SVC Library Services in conjunction with Riverina Regional Library and State Library NSW.
1.2.13	Transition library services to new Batlow library	Director Strategy, Community and Development	25	Progressing	Council is currently at design stage for the new Batlow Library.
1.2.14	Provide a range of community services through Tumbarumba MSO that meets the community need	Director Strategy, Community and Development	100	Completed	Multi service Outlet continues to maintain community service provision for a broad range of services. An increase to Domestic Assistance has been noted. This constitutes 'Business as usual' operations. Domestic Assistance continues to increase it's service.
1.2.15	Meet Australian Aged Care Quality Agency standards	Director Strategy, Community and Development	25	Progressing	A review of our current standards has been put on hold due to a recent change to legislation which has caused a delay in review.
1.2.16	Meet National Disability Insurance Scheme quality standards	Director Strategy, Community and Development	100	Completed	The Multi Service Outlet has achieved compliance under the National Disability Inclusion Scheme Quality Standards.
1.2.17	Increase number of people participating in Seniors weeks activities	Director Strategy, Community and Development	100	Completed	Seniors Week activities occurred across SVC Community Services Division. Libraries, Mutli Service Outlet and children's Services all held events for Seniors Week.
1.2.18	Implement actions from the Disability Inclusion Action Plan	Director Strategy, Community and Development	20	Progressing	The ongoing implementation of SVC Disability Inclusion Action Plan is underway. Four actions of the plan have been achieved to date with one of these actions'the development of a Disability Inclusion Action Reference Group', is in formation.
1.2.19	Prioritise actions from newly developed Multi Service Outlet Business Plan	Director Strategy, Community and Development	100	Completed	The plan has been implemented and is working.
1.2.20	Seek funding to provide additional programs to support the aging community	Director Strategy, Community and Development	0	Not Progressing	Upon review of funding avenues, it is highly unlikely we will funding to deliver this in the 2018-2019 financial year.
1.2.21	Lobby for the provision of additional respite care for people with disabilities	Director Strategy, Community and Development	100	Completed	The formation of the Disability Inclusion Action Reference Group will provide an advocacy voice for people with disability in SVC. This is Business as usual activity with Community Services continuing to lobby relevant funding for continued support of respite services.
1.2.22	Investigate funding opportunities to support the expansion of youth related programs	Director Strategy, Community and Development	50	Progressing	•Completed analysis of previous youth activities – ongoing analysis to be conducted •Completed Youth development & event/activity budget projection •Reviewed all current relevant funding opportunities
1.2.23	Implement actions from Tumut District Community Transport Strategic Plan 2017 - 2020	Director Strategy, Community and Development	0	Not Progressing	Given changes to key staff within Tumut Community Transport and the need for a complete Strategic Plan to cover whole Local Government Area, the 2017 - 2020 plan is no longer valid. Recommend the Strategic Plan be held over until 2019 - 2020 Operational Plan.
1.2.24	Increase client numbers for the Tumut District Community Transport service	Director Strategy, Community and Development	25	Progressing	Current usage maintained. Auspice of Adelong Community Transport Service and develoment of social programs and targeted promotions aims to increase client numbers.
2021 Delivery Program Strategy	**1.3 Protect and preserve local history and heritage**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
1.3.1	Increase participation in NAIDOC week activities across the Council area	Director Strategy, Community and Development	50	Progressing	SVC promoted and assisted with 2018 NAIDOC week activities. SVC Sent out Expression of Interest for artists to contribute to the art exhibition held at the library. SVC worked with Brungle based organisations and individuals to advertise their NAIDOC week exhibition. We are working with local organisations early 2019 in organising NAIDOC activities across the Council area for 2019. We will apply for funding in 2019 for Snowy Valleys region as it's released via state office.
1.3.2	Review Memorandum of Understanding with the Aboriginal community by September 2018	Director Strategy, Community and Development	100	Completed	A Memorandum of Understanding was provided to the Aboriginal Community through the Aboriginal Liaison Committee for comment. Feedback was reviewed at the November Aboriginal Liaison Committee and then put forward to Council for adoption. The MoU was adopted at December Council meeting.
1.3.3	Work with the Aboriginal communities to develop an Acknowledgement of Country for SVC by December 2018	Director Strategy, Community and Development	100	Completed	Acknowledgement of Country was provided to the Aboriginal Community for comment through the Aboriginal Liaison Committee. The Acknowledgement of Country incorporated in the MoU as well as the Aboriginal Cultural Practices and Protocols Policy. Both were adopted at the December Council meeting.
1.3.4	Work in partnership with Aboriginal community to develop and deliver program of Aboriginal Cultural recognition activities	Director Strategy, Community and Development	50	Progressing	NAIDOC Week was celebrated in July with a flag raising in both Tumut and Tumbarumba. Further work with the local Indigenous organisations and stakeholders will ensure that cultural recognition activities will be planned in the LGA under their guidance.

1.3.5	Support Indigenous cultural activities and projects	Director Strategy, Community and Development	70	Progressing	SVC has met with locals regarding cultural activities and grants that would be beneficial to the community. We have started developing a plan with local Aboriginal business enterprise officer to develop artists collective who would take on future art projects and help deliver workshops and public art projects in the Local Government Area. SVC will continue to forward on relevant grant material and opportunities to local indigenous community members as they arrive in correspondence.
1.3.6	Develop interpretive signage for the Adelong Falls	Director Assets and Infrastructure	0	Not Progressing	This cannot be completed for this year due to no funding for this project. We will include this for our budget process next financial year.
1.3.7	Work in partnership with the Talbingo community to seek funding to rebuild the Miles Franklin Memorial	Director Assets and Infrastructure	40	Progressing	Council has identified the Miles Franklin Memorial and it is in a good condition, Council will look at the need to maybe update this and will liaise with the Talbingo community.
1.3.8	Implement actions in the Adelong Falls Management Plan, Conservation Strategy	Director Assets and Infrastructure	30	Progressing	Actions are being implemented in line with the HNH grant funding received
1.3.9	Implement Local Heritage Grants Program	Director Strategy, Community and Development	100	Completed	Local Heritage grant recipients have been selected and notified.
1.3.10	Seek funding for an Aboriginal Liaison Officer	Director Strategy, Community and Development	50	Progressing	Council has applied for Elsa Dixon funding for local Government cadetships.
1.3.11	Prepare an Aboriginal cultural heritage impact assessment tool for development proposals by March 2019	Director Strategy, Community and Development	0	Not Progressing	The Aboriginal Cultural Heritage Bill has not been passed in Parliament. Therefore the matter cannot be acted upon.
1.3.12	Provide support to local historical societies	Director Strategy, Community and Development	50	Progressing	Support is provided to local historical societies as needed. More targeted projects will be identified for 2019.
1.3.13	Investigate establishment of a significant tree register for the LGA	Director Assets and Infrastructure	30	Progressing	Council has received a quote for these works from Homewood/Plantgeo to do this. Unfortunately there are no funds in the 2018/2019 budget for this. Old Tumbarumba Shire council had this done a few years back so having Homewood/Plantgeo update this and then survey the rest of SVC council is feasible as a next step.
2021 Delivery Program Strategy	**1.4 Expand ,support and encourage arts and cultural events, activities and creative opportunities**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
1.4.01	Increase participation in children's services community services	Director Strategy, Community and Development	25	Progressing	There is an ongoing focus on delivering high quality children's services to the SVC region. Promotion of children's services has been increased and the Regional Children's Services Group has been established.
1.4.02	Review Council event sponsorship policy, procedure and process by September 2018	Director Strategy, Community and Development	100	Completed	Event sponsorship policy and procedure has been developed and is currently on public exhibition. Once adopted a procedure will be developed and communicated to community groups and event organisers. Event Sponsorship Policy, Procedure and Application form were adopted at the November Council meeting. Event groups will be sent the new process in February 2019 to be implemented in the new financial year.
1.4.03	Facilitate and deliver program of Council led creative and cultural activities and events	Director Strategy, Community and Development	50	Progressing	Ongoing actions include Seniors Week early preparation, delivery of Life Long Learners sessions and Historic Huts tour in November 2018. Liaised with Woodford Folk Festival of Small Halls to secure tour leg for the region in April 2019. Engaged Lacmalac Community Hall committee to co-host event with Council. Organisation of Australia Day events and pool parties. Musical and theatre based performances planned for 2019.
1.4.04	Review and implement the public arts program including policy and grants	Director Strategy, Community and Development	50	Progressing	Snowy Valleys Council Art & Cultural Development Grants have been advertised and allocated. Projects are due to be completed and acquitted by 30 June 2019. A new grants policy and procedure is to be developed encompassing all council community grants.
1.4.05	Maintain an active Eastern Riverina Arts membership	Director Strategy, Community and Development	50	Progressing	Council is an active member of Eastern Riverina Arts. The Coordinator Community & Cultural Development sits on both the Eastern Riverina Arts Board and the Eastern Riverina Arts/Regional Advisory Committee. Eastern River Arts has provided an audit of the Montreal Theatre as an event venue. Eastern Riverina Arts brought the Create NSW Road Show to Tumut and provided one on one meetings with event organisers.
1.4.06	Review and implement Cultural Plan	Director Strategy, Community and Development	0	Not Due To Start	Commencement of this plan is scheduled for March 2019.
1.4.07	Partner with Montreal Community Theatre to develop an MOU to deliver cultural events and programs	Director Strategy, Community and Development	50	Progressing	The Montreal Theatre partnered with Council and other stakeholders to host the James Morrison concert in September. The Council is working with the Montreal to further develop the audit that was carried out by Eastern Riverina Arts. Council is currently assisting the Montreal Theatre in a grant application for the painting of both the interior and the exterior of the building. Council has been working with the Montreal to investigate events for 2019.
1.4.08	Investigate feasibility of establishing a writers retreat at Talbingo	Director Strategy, Community and Development	0	Progressing	This project will be dependent on grant funding to complete the analysis.
1.4.09	Investigate projection mapping technology to transform objects into a display for projection onto industrial landscapes	Director Strategy, Community and Development	10	Progressing	SVC propose to work with Eastern Riverina Arts to scope a project and seek opportunities for funding for a project to be undertaken.
1.4.10	Deliver program of library based cultural and community events	Director Strategy, Community and Development	50	Progressing	SVC Libraries received an Honourable Mention at the NSW PLA 2018 SWITCH Conference Multicultural Excellence Awards for their 2018 NAIDOC Week program. Seconded Library Coordinator Kristin Twomey has been asked to develop a pilot program on behalf of State Library NSW to record indigenous oral history spoken in language, and to be a member of the State Library NSW delegate team to the 2019 Indigenous Conference.
2021 Delivery Program Strategy	**1.5 Support and promote community and tourism events and festivals**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
1.5.1	Identify opportunities for new tourism events and support the development of these events across the region	Director Strategy, Community and Development	20	Progressing	This has been discussed but not yet formalised. The effort is currently focused on event facilitation policies and the new brand strategy. A targeted events attraction list will be produced by June 2019.
1.5.2	Provide event support to community and tourism events	Director Strategy, Community and Development	50	Progressing	SVC provides assistance with event applications and site plans. 2018 to date has included Providing support for Christmas street and day care community Christmas events, Festival of Falling Leaf, Ciderfest Tumut Christmas street night meetings, suport with new community event applications, support of Batlow Development League with event in Nov 2018. Liaised with Rock the Turf committee in becoming s.355. Assisted new events in their applications. in addition SVC provided early promotion for new events and organised two event management workshops in Tumbarumba and Tumut late 2018.

1.5.3	Seek funding to assist the region's key festivals with strategic planning, including succession planning	Director Strategy, Community and Development	50	Progressing	We are assisting events committees including Snowy Valleys Cycle Challenge and Lantern on the Lagoon by forwarding relevant grants rounds including destination NSW round of grants due in January 2019. Snowy Valleys Cycle Challenge successful in receiving a Destination NSW grant for Inaugural 2019 event.
1.5.4	Develop and implement an event framework including policy, grant program, strategy and organisers toolkit	Director Strategy, Community and Development	50	Progressing	Event sponsorship policy and procedure has been developed and is currently on public exhibition. Once adopted a procedure will be developed and communicated to community groups and event organisers. An event organisers toolkit is in the process of being developed. Event Sponsorship Policy, Procedure and Application form have been adopted by Council and will be sent to event organisers in early 2019. The Event Organisers toolkit is still to be developed.
1.5.5	Provide in-kind sponsorship for events as per event sponsorship policy	Director Strategy, Community and Development	50	Progressing	Event sponsorship policy and procedure has been developed and is currently on public exhibition. This sponsorship will include both cash and in-kind sponsorship. Outside the scope of this policy there has been event support provided through the development of Traffic Management Plans, Risk Assessments as well as promotional material and staff time. Event Sponsorship Policy, Procedure and Application form has been adopted by Council and will be distributed to event organisers in early 2019.
1.5.6	Seek funding to expand the program of community events	Director Strategy, Community and Development	60	Progressing	Applied for Music NSW Indent grant to produce more live music all ages opportunities for youth. Outcome to be announced late January 2019.
1.5.7	Develop a seasonal cultural calendar of events by December 2018	Director Strategy, Community and Development	70	Progressing	Events booked for March include a Theatre based company Sam Productions visiting the region to deliver a stage show titled Delores at the Montreal with additional acting/ theatre workshop to be delivered at the same time. Other events include Mike McLelland music songwriting workshops and performance in Tumut and Tumbarumba. Also included, SVC as host of Festival of Small halls with a tour leg atLacmalac Community Hall on the 14th of April.
2021 Delivery Program Strategy	**1.6 Support and partner with other agencies to ensure community safety**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
1.6.1	Maintain active partnerships with Emergency Service agencies	Director Assets and Infrastructure	25	Progressing	Local emergency Management Committee meetings are being facilitated. Review of Standard Operation Procedures for mergency Operations Centre and Consequence Management Groups is underway with Local emergency Management Committee. Attendance at Bushfire preseason briefing undertaken. Investigation into the Bushfire Liaison Committee underway.
1.6.2	Review and implement Councils Companion Animal Plan	Director Strategy, Community and Development	50	Progressing	A review of Development and Environment procedures was carried out with Ranger/Biosecurity personnel. All procedures are considered appropriate. Ongoing implementation.
1.6.3	Identify opportunities to apply for grant funding to support community safety	Director Strategy, Community and Development	25	Progressing	Police Liaison Officer position is being established. Funding for safety training for volunteer community transport drivers is being researched.
1.6.4	Work in partnership with Murrumbidgee Local Health District to ensure sustainability of services now and into the future	Director Strategy, Community and Development	100	Completed	This is a business as usual activity. We Continue to work with Murumbidgee Local Health District, incouding participation in board metings and discusison of issues and actions.
1.6.5	Partner with other agencies to develop Crime Prevention Plan	Director Strategy, Community and Development	25	Progressing	On 29th August the Attorney General provided council with a grant of $75,000 to employ a project officer to develop a crime prevention plan. This position will partner with stakeholders and other agencies in the development of a crime prevention plan. a candidate has been selected and will commence in February 2019.
1.6.6	Seek funding to support the appointment of a Crime Prevention Officer	Director Strategy, Community and Development	100	Completed	On 29th August the Attorney General provided council with a grant of $75,000 to employ a project officer to develop a crime prevention plan. This position will partner with stakeholders and other agencies in the development of a crime prevention plan. This position will continue after the completion of the plan unless additional funding is made available. Position has been advertised and will commence in early 2019.
1.6.7	Investigate feasibility of installing CCTV as part of a broader crime reduction strategy	Director Strategy, Community and Development	0	Progressing	CCTV will be investigated as part of the development of the Crime Prevention Plan. A feasibility study will need to be undertaken to assess the viability and costs of installing and ongoing costs of CCTV.
1.6.8	Support the NSW Police community policing strategy	Director Strategy, Community and Development	10	Progressing	Support provided as needed. Further detail outlining Councils support will be included as part of the development of the crime prevention plan.
2021 Delivery Program Strategy	**1.7 Manage Council's resources in a manner which is equitable and ensures organisational sustainability**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
1.7.1	Maintain Council's Rate collections to a minimum percentage of at least 90%	Director Internal Services	25	Progressing	Target maintained to the end of the first quarter.
1.7.2	Develop a framework to review lease arrangements for community assets	Director Assets and Infrastructure	0	Not Progressing	Development of framework scheduled for June.
1.7.3	Finalise unqualified financial statements by 31 October	Director Internal Services	100	Completed	Financial Statements were presented to Council in December after being granted a months extension due to IT issues with merging the former councils financials.
1.7.4	Advocate to political leaders to financially cover unfunded costs of amalgamation.	General Manager	25	Progressing	This is being progressed thorugh ongoing discussions.
2021 Delivery Program Strategy	**1.8 Advocate for and support the provision of affordable housing in our towns and villages**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
1.8.1	Develop concept plan for Stage 3 of Snowview Estate	Director Assets and Infrastructure	50	Progressing	Concept plans being reviewed.
1.8.2	Lobby the NSW Government to prioritise social and affordable housing	General Manager	10	Progressing	No lobbying has been undertaken in this quarter. Stage 3 of Snow View Estate will be assessed in the next quarter. Also a review of housing in Batlow will be carried out.
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 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
1.9.1	Provide strategic advice in relation to land use as required	Director Strategy, Community and Development	55	Progressing	Progressing as required.
1.9.2	Development Applications are approved within 30 days	Director Strategy, Community and Development	50	Progressing	All Development Applications assessed as quickly as possible. Factors effecting determination dates relate predominately to the quality of submissions.
1.9.3	Develop new draft Development Control Plan by June 2019	Director Strategy, Community and Development	50	Progressing	Second draft has been prepared for review.

1.9.4	Develop new draft Local Environment Plan by June 2019	Director Strategy, Community and Development	5	Progressing	Under consideration for external preparation.
1.9.5	Finalise current stage of Independent Living Units in Tumbarumba	Director Assets and Infrastructure	5	Progressing	Business case to be prepared and put to Council by Economic Development Staff.

2. Growth through innovation

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

2021 Delivery Program Strategy 2018 / 2019	2.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community Operational Plan Action	Authorising Officer	Progress	Status	Comment
2.1.01	Support local tourism operators and businesses by providing resources and information	Director Strategy, Community and Development	45	Progressing	Providing this support is an ongoing action, with no end-date. By sharing and promoting resources offered by organisations such as Destination NSW, Destination Riverina Murray, Thrive (Riverina Regional Tourism), Murray Regional Tourism, and private operators, as well as offering one-on-one support where requested, this action is progressing. Going forward, there are plans to offer workshops/training to tourism operators to meet specific needs.
2.1.02	Implement priority actions from the Economic Development Strategy	Director Strategy, Community and Development	40	Progressing	The strategy was completed and adopted at October 2018 meeting and it is progressing well. The Brindabella Road business case has been completed and a project team will be formed to move this forward in January 2019. The cost benefit analysis for Snow View Estate stage 3 has been completed and we are moving towards release.
2.1.03	Liaise with government agencies, educational institutions and other organisations to target identified skills gaps in the labour force	Director Strategy, Community and Development	30	Progressing	Regular communication with businesses, industry groups and government agencies allows a good understanding of skills gaps in the labour force. The Economic development Strategy touched on this. This view needs to be formalised to help inform planning and partnerships in economic development. A summary will be provided by May in partnership with industry and regional stakeholders.
2.1.04	Liaise with horticultural associations and peak bodies to promote the Shire's suitability for horticultural enterprises	Director Strategy, Community and Development	35	Progressing	Liaison with horticultural associations and peak bodies is ongoing. E.g. Liaison with Chestnuts Australia to support their Conference/AGM held in Tumbarumba. This will be a focus for industry liaison between January and June 2019.
2.1.05	Work with local champions to assist in building momentum and participation in value added food and wine enterprises	Director Strategy, Community and Development	25	Progressing	Day to day economic development activities involve regular interaction and support of value added food and wine champions. A list of agreed opportunities will be agreed with champions by June 2019.
2.1.06	Support the establishment of businesses that provide essential services for visitors, such as camping, caravans and luxury accommodation	Director Strategy, Community and Development	40	Progressing	Council is playing a support role in this area. A high level snapshot of accommodation availability was provided to Destination NSW to help understand the current state. This can be progressed further in 2019/20 as part of the Destination management Plan implementation.
2.1.07	Advocate for increased investment in softwood plantations and the opening up of new land for plantings	Director Strategy, Community and Development	20	Progressing	Council has been actively involved in the softwoods working group in this quarter
2.1.08	Seek funding and partners to deliver capacity building opportunities to local businesses	Director Strategy, Community and Development	25	Progressing	Funding has been obtained for Small Business Week October 2018 to provide capacity building events in conjunction with Chambers of Commerce for small business.
2.1.09	Support the expansion of the Mannus Correctional Centre	Director Strategy, Community and Development	5	Progressing	Not yet progressed. The Economic Development Team will meet with Mannus Correctional Centre in early 2019 to discuss the best support steps.
2.1.10	Support the local horticulture industry in the development of strategies that help address the issues of the seasonal workforce	Director Strategy, Community and Development	100	Completed	Completion of stage 1 of the Tumbarumba Caravan Park upgrade has been completed. This has provided increased capacity for seasonal workers. Further conversations with local producers will continue for ongoing resourcing requirements to keep up to date with industry movements.
2.1.11	Investigate the feasibility of developing a refugee resettlement strategy for Snowy Valleys	Director Strategy, Community and Development	25	Progressing	Information has been obtained about the requirements for establishing a refugee resettlement area. This information has been forwarded on to Councillor Julia Ham.
2.1.12	Work with local employers to develop an Employer Sponsored Skilled Migration Program	Director Strategy, Community and Development	5	Progressing	The task is under review. Given this is already available at a regional level, the feasibility and value of an employer skills migration program will be assessed between January and March 2019.
2.1.13	Advocate for the relocation of the Forestry Corporation Headquarters to Tumut	General Manager	0	Not Due To Start	No action has been undertaken in this quarter
2.1.14	Deliver construction and development industry briefing session	Director Strategy, Community and Development	10	Progressing	Under review to electronic communication.
2.1.15	Partner with Snowy Hydro to ensure sustainable outcomes for the region as a result of Snowy 2.0	General Manager	50	Progressing	Attending Regional Co-ordination Committee meetings as programmed, liaise with Snowy hydro regularly and investigating Futures Strategy Brief.
2.1.16	Implement priority actions from the Visitor Services Strategy	Director Strategy, Community and Development	50	Progressing	Strategies 1-4 are not within Tourism Marketing Officer's remit 5 Once Tourism Branding & Marketing Strategy is complete 6 Tumut Region Facebook up 28% & Tumbarumba 22%. Social Media Strategy developed. Digital training program for tourism operators planned - operators directed to resources currently available 7 Once Tourism Branding & Marketing Strategy is complete 8 Part of the Tourism Branding & Marketing Strategy 9 Underway, but will be supplemented by famils once TBMS is completed
2.1.17	Maintain a close working relationship with major industry employers	Director Strategy, Community and Development	100	Completed	SVC is maintaining ongoing close relationship with major current and potential industry employers. This includes major pulp/timber mills; Forestry NSW; Chambers of Commerce; Snowy Hydro; key retailers; Disability and health service providers. Following the departure of Chris Blake, the outreach to businesses has reduced but through the recent appointment of an interim Economic Development Officer (commencing 14 Jan), this will again become a strong focus.
2.1.18	Partner with Towong Shire Council and the Upper Murray 2030 Steering Committee to deliver Upper Murray 2030 projects	Director Strategy, Community and Development	80	Progressing	SVC are supporting the Upper Murray 2030 programme of activities, including the Great River Road project, the Building a Better Region project and collaboration on marketing advertising and editorial opportunities. Cr Ham recently met with an Upper Murray rep regarding our collective opportunities and Ben Smith will sit on the Upper Murray 2030 Board from January 2019.
2.1.19	Advocate for increased feral animal control to better support the agricultural industry	Director Strategy, Community and Development	20	Progressing	Council does this as required in towns only.

2021 Delivery Program Strategy 2018 / 2019	2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy Operational Plan Action	Authorising Officer	Progress	Status	Comment
2.2.01	Implement priority actions from the Destination Management Plan	Director Strategy, Community and Development	50	Progressing	Many of these projects will be actioned once Branding & marketing is complete. Recommended regional campaign approach is underway in partnership with Destination NSW, & 9 other councils. Will launch in Autumn.

2.2.02	Investigate funding programs that increase opportunities to take advantage of the natural landscape for recreation	Director Strategy, Community and Development	50	Progressing	Funding programs have been investigated and applications made to take advantage of the natural landscape for recreation (such as for Murray River boat ramp; Hume & Hovell Mountain Bike track and other cycle tourism funding applications). A review of funding opportunities that align with strategic priorities will be completed by June 2019.
2.2.03	Support funding applications and private sector investment in tourism experiences that capitalise on the natural beauty of the area	Director Strategy, Community and Development	50	Progressing	This has the same focus and activities as action 2.2.03. These action will be consolidated for future reporting.
2.2.04	Partner with cycling groups to investigate the development of road cycling opportunities	Director Strategy, Community and Development	100	Completed	Working with the Tumut Cycle Classic organisers and the creators of the Inaugural Snowy Valleys Cycle Challenge event due for March 24th 2019. Assisting in getting cycling routes converted into downloadable maps for visitors to the area. Assisted Tumut Cycle Classic in having full event application including TCPs complete in time for January 2019 event. Provided links to tourism officer who organised marketing for Tumut Cycle Classic and Snowy Valleys Cycle Challenge.
2.2.05	Investigate feasibility of establishing a standalone Visitor Centre in Tumut with industry partners	Director Strategy, Community and Development	100	Completed	Standalone Visitor Centre in Tumut investigated and not recommended for both practical and financial reasons. Memorandum of Understanding renegotiated and re-signed with National Parks and Wildlife Services for the provision of Visitor Centre services in Tumut.
2.2.06	Support local community organisations to encourage a return of the Warby team to Blowering Dam	Director Strategy, Community and Development	50	Progressing	The Warby Team have had several visits to Tumut and have two trials of the boat on Blowering Dam. All going well the team will set a date for the World Water Speed record in the near future.
2.2.07	Finalise destination marketing plan by October 2018	Director Strategy, Community and Development	80	Progressing	In progress. The Marketing framework and high level plan is scheduled for completion by March 2019.
2.2.08	Develop and implement Tourism Branding Strategy	Director Strategy, Community and Development	80	Progressing	Consultation and the exhibitions are completed. The high level strategy is scheduled for completion March 2019.
2.2.09	Seek grant funding to implement Hume and Hovell MTB Masterplan	Director Strategy, Community and Development	70	Progressing	The Hume and Hovell Mountain Bike Masterplan was endorsed by Council in September 2018. Two grant find applications were submitted and more funding opportunities are being pursued.
2.2.10	Update photography & videography gallery for entire region, including development of project brief - completed by December 2018	Director Strategy, Community and Development	25	Progressing	Underway. Over 12,500 images are being reviewed. Destination NSW have engaged a photographer to update their photos of Snowy Valleys region - need to confirm what has come from this before producing brief for new photographer.
2.2.11	Development of new tourism website by February 2019	Director Strategy, Community and Development	25	Progressing	Designer research is underway and the market brief is in development. The website cannot get underway until the Tourism Branding and Marketing project is completed, so this deadline may need to be reviewed.
2.2.12	Increase visitation at tourism events across the region	Director Strategy, Community and Development	25	Progressing	Although SVC has approximate figures for event attendance in the last 12 months, figures from previous years are not readily available. This makes it difficult to show trends in event attendance. Snowy Valleys tourism figures are showing increased visitation year-on-year.
2.2.13	Implement the RV friendly program for Batlow	Director Strategy, Community and Development	100	Completed	Completed by Economic Development Liaison Officer.
2.2.14	Provide and support visitor servicing through the operation of visitor centres	Director Strategy, Community and Development	100	Progressing	This is ongoing. The Visitor Information Centre operates within the requirements of a Level 2 accredited visitor centre and communicates with other Information Centres within and outside of the region, and with local operators. This enhances the sharing of information and promotional materials and the Visitor Information Centre has information available for a wide range of events and sites of interest. The Visitor Information Centre is also responsible for the allocation of permits for free camping sites and for the sale of National Parks entry passes.
2021 Delivery Program Strategy	**2.3 Promote, support and attract local small businesses**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
2.3.1	Partner with the Chambers of Commerce to support local businesses	Director Strategy, Community and Development	100	Completed	This is an ongoing business as usual action. Partnering with Tumut and Tumbarumba Chambers of Commerce to provide information and support.
2021 Delivery Program Strategy	**2.4 Lobby for better telecommunications services**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
2.4.1	Advocate for better telecommunication services	Director Strategy, Community and Development	80	Progressing	SVC has had previous communication with telecommunications providers and government agencies on this issue. Round 1 mobile black spot project now complete and providing increased mobile coverage in the southern end of the Local Government Area. Funding application to be submitted under the next round of the mobile black spot program. This has also been scoped as a project with a defined budget in the Advocacy Plan now in use and this will support many advocacy meetings and events.
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 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
2.5.1	Advocate for Country University campus	General Manager	20	Progressing	Steering Group has met twice. Requires meeting with local industry leaders. Advocacy with Deputy Premier.
2.5.2	Investigate opportunity to provide satellite conferencing facilities locally	Director Strategy, Community and Development	20	Progressing	Being progressed through the Advocacy Plan. Discussions around a Country University Centre will be revisited in 2019 to meet this and wider needs. Community education around the ability to use free online software to videoconference will be shared via social media by June 2019. This can leverage learnings gained from within Council as it is rolled out internally.
2.5.3	Explore opportunities to partner with TAFE, local business and industry to develop educational opportunities that support local industry	Director Strategy, Community and Development	10	Progressing	Meetings will occur in February and March to inform what the gaps and opportunities are and potential actions for 2019/20.
2.5.4	Facilitate training, skills and education opportunities for residents	Director Internal Services	90	Progressing	Project Management training (Skill set) has been completed November 2018 and 5 employees participated in partnership with TAFE NSW. Meetings with TAFE NSW Business Development Manager has occurred which focused on further strengthening relationship between TAFE NSW and Council. Ongoing investigations being made as to what TAFE NSW can offer under Smart & Skilled.
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	Matthew Hyde	30	Progressing	Concept being discussed at various opportunities. Discussions with Department of Education around joint use are progressing. Various meetings with school executive.
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 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**

2.6.1	Promote Snowy Valleys Council as a location to invest in	Director Strategy, Community and Development	25	Progressing	SVC participates in the Country Change initiative to promote the region as a location to live and invest in. An investment attraction story will be developed to support the advocacy plan and the new Snowy Valleys tourism website.
2.6.2	Provide information on value adding to interested producers and link operators with available help and resources	Director Strategy, Community and Development	100	Completed	This is a business as usual activity that is a key focus for the Economic Development Coordinator and Officer. This includes regular liaison occurs with both industry bodies and individuals to link operators with available help and resources. Specific value adding opportunities will be identified and developed as stand alone projects.
2.6.3	Progress the development of Industrial Estate areas	Director Strategy, Community and Development	50	Progressing	Gateway determination issued.
2.6.4	Investigate the development of knowledge and other beneficial exchanges with our Sister City Morris, Illinois USA	General Manager	0	Not Due To Start	Currently unfunded and low priority.
2.6.5	Investigate recycling processing opportunities	Director Strategy, Community and Development	5	Progressing	This action is under review. Recycling processing opportunities may be considered as a business and sustainability opportunity. It is recommended that it be held over to the 2019/20 Operational Plan following a review of its objectives and constraints to delivery.

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 2018 / 2019	3.1 Demonstrate leadership in environmental sustainability by reducing Council's carbon footprint and supporting the use of clean energy Operational Plan Action	Authorising Officer	Progress	Status	Comment
3.1.1	Develop and implement strategy to reduce Council's carbon footprint	Director Assets and Infrastructure	5	Progressing	Continued subscription with Planet Footprint who track electricity usage and can help identify the carbon offset needed for councils use. This tracking also lets Local Government Planning know use totals for cost cutting contracts.
3.1.2	Investigate opportunities to utilise clean energy in Council's operations	Director Assets and Infrastructure	5	Progressing	Continued subscription with Planet Footprint who track electricity usage and can help identify the carbon offset needed for councils use. This tracking also lets Local Government Planning know use totals for cost cutting contracts.
3.1.3	Investigate feasibility of establishing fast electric car charging stations	Director Strategy, Community and Development	100	Completed	Investigated and not found to have a positive Return On Investment unless provided by private enterprise. To be revisited through different financial models/funding opportunities again in FY20 as part of analysis around an EV Touring Route.
3.1.4	Promote the small scale Renewable Energy Scheme to the community	Director Assets and Infrastructure	0	Not Progressing	Planned to commence April 2019.
2021 Delivery Program Strategy 2018 / 2019	**3.2 Promote programs and initiatives which encourage more sustainable living** **Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
3.2.1	Develop waste and recycling education program	Director Assets and Infrastructure	5	Progressing	Waste Strategy officer appointed late 2018 and will focus on Operational Plan actions from January 2019.
3.2.2	Deliver waste weekends for the community	Director Assets and Infrastructure	25	Progressing	Waste Weekends planned and advertised as the first weekend of each season. First one operated in September
3.2.3	Facilitate waste recycling program at community events	Director Assets and Infrastructure	5	Progressing	Waste Strategy officer appointed late 2018 and will focus on Operational Plan actions from January 2019.
3.2.4	Increase number of participants in schools recycling education program	Director Assets and Infrastructure	0	Not Progressing	Waste Strategy officer appointed late 2018 and will focus on Operational Plan actions from January 2019.
2021 Delivery Program Strategy 2018 / 2019	**3.3 We sustainably manage waste through a commitment to resource recovery and best practice waste management** **Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
3.3.1	Develop and implement a Waste and Recycling Strategy	Director Assets and Infrastructure	5	Progressing	Waste Strategy officer appointed late 2018 and will focus on Operational Plan actions from January 2019.
3.3.2	Develop an environmental risk profile for landfill sites	Director Assets and Infrastructure	5	Progressing	Waste Strategy officer appointed late 2018 and will focus on Operational Plan actions from January 2019.
3.3.3	Advocate for a manual container deposited system in Tumbarumba	Director Assets and Infrastructure	20	Progressing	Manual contained deposit originally installed in Tumbarumba. Appears to not be functioning anymore so alternatives need to be investigated
3.3.4	Maintain active membership in Regional Waste Forums (REROC and South West Regional Waste Management Group)	Director Assets and Infrastructure	20	Progressing	Waste Management Officer and relevant Coordinator review South West Region Waste Management budget and other relevant documents
2021 Delivery Program Strategy 2018 / 2019	**3.4 Protect and manage the local environment including air quality, waterways, rivers and streams** **Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
3.4.1	Collect samples and test public water supply as required by legislation	Director Assets and Infrastructure	25	Progressing	Sampling undertaken in accordance with legislative requirements. Appropriate recording for internal and reporting use.
3.4.2	Conduct waste water inspections in accordance with onsite sewerage management policy	Director Strategy, Community and Development	55	Progressing	Statistics reviewed and adequate progress has been made
2021 Delivery Program Strategy 2018 / 2019	**3.5 Partner and support other agencies to protect local fauna and biodiversity ecosystems** **Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
3.5.1	Implement actions from Council's Weed Action Plan	Director Strategy, Community and Development	50	Progressing	Progressing
3.5.2	Provide environmental weed educational materials	Director Strategy, Community and Development	50	Progressing	As required and or available.
3.5.3	Implement Roadside Vegetation Management Plan actions	Director Strategy, Community and Development	50	Progressing	Progressing.
3.5.4	Seek funding to support weed control activities	Director Strategy, Community and Development	100	Completed	Grant funding agreements/contracts for both Murray and Murrumbidgee Weed Action Plan signed by GM. January 2019
3.5.5	Participate in Eastern Regional Weeds Advisory Group	Director Strategy, Community and Development	50	Progressing	Continual participation as required.
3.5.6	Work to rehome impounded animals	Director Strategy, Community and Development	55	Progressing	Continual effort to achieve rehousing target.
3.5.7	Establish a relationship with the National Arboretum in Canberra to investigate a specimen tree planting program	General Manager	10	Progressing	Preliminary works are underway on reviewing Councils tree strategy which includes seeking expert advice on Council's planting program.

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 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
4.1.1	Develop a program of advertised visits to each community for Councillors	Director Strategy, Community and Development	50	On Track	Councillor Roadshows in each Town and Village to be completed by November 2018. Initial "We are listening" tour conducted early 2018 to hear the communities concerns. This is now being followed up with the 1 year Anniversary of councillors being in office Roadshows. The theme is to celebrate and communicate the achievements of council throughout their first year in office.
4.1.2	Promote and build capacity of the community to access Council's 'Have your Say' online engagement platform	General Manager	50	On Track	Your Voice SVC launched 2 October through media and social media. Service Level Review project as launch project. Major project pages in the engagement platform are updated in collaboration withe Project Leads as information becomes available and milestones are met.
4.1.3	Implement actions from the community engagement action plan	Director Strategy, Community and Development	60	Progressing	Online Community Engagement Portal successfully launched. Community Sounding Board initiative is being undertaken in October and November whereby community members will be asked for their input into the Service Level Review. Online Budget Allocator to be up and running in October.
4.1.4	Undertake Community engagement for placemaking initiatives	Director Strategy, Community and Development	0	Not Due To Start	Community Engagement for place making initiatives was extensively undertaken in early 2018 as part of the Community Strategic Plan and Community Engagement Report. Any further community engagement will be undertaken in 1st and 2nd quarter 2019. Discussion around what further place making initiatives are required that have come up since the Community Strategic Plan will need to be had. Recommend we have a look at this action and look to loop back in with communities on where the agreed place making initiatives are up to.
4.1.5	Establish strategic reference groups (SRG)	Director Strategy, Community and Development	25	Progressing	Strategic Reference groups have been set down for discussion in January / February 2019. Community Sounding Board being undertaken will provide us with some insight to how the Strategic Reference Groups will look and operate moving forward.
4.1.6	Deliver themed Mayoral Summits	General Manager	35	Progressing	Plans for a mayoral youth summit were replaced with the REROC Take Charge Youth Forum hosted in Tumut by SVC in 2018. Council is investigating a Climate Change Forum to be held in March 2019.

2021 Delivery Program Strategy	4.2 Deliver a communication strategy which ensures the community receives information in a timely and convenient manner				
2018 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
4.2.1	Implement media policy and procedures	General Manager	70	Progressing	Media policy adopted and rolled out throughout organisation. Media procedure in draft form. Collaboration with Governance team on finalising procedure.
4.2.2	Maintain a website that is relevant, current and a frontline information source	General Manager	50	Progressing	Website updated regularly to reflect current council business and news. Website links pushed out through social media and promoted in other platforms such as radio and press. Promoted internally as 'single source of truth' for council information. Website continues to be populated with updated information as content becomes available. Collaboration with council teams to produce relevant and timely content.
4.2.3	Develop and implement Corporate Communications Strategy	General Manager	25	Progressing	Not due to commence until 2019 (budget pending). A project brief for this piece of work is being developed and budget is to be confirmed.
4.2.4	Develop suite of visual communications to promote council services, projects and events	General Manager	50	Progressing	Monthly Council update compiled and published in local papers. Special features compiled as required. Launch of the new Integrated Planning and Reporting documents, Local Government Week and the celebration of Councillor's 12 months in office have been promoted. Major Project updates are compiled and published mid-month. Collaboration with council teams to produce professional corporate publications as the need arises that are on brand.
4.2.5	Promote community participation in Council's digital media platforms	General Manager	50	Progressing	Council's Facebook page is regularly updated with council news and events. Post sharing of relevant community content. Regular utilisation of Council's social media channels to promote council relevant information, news and events and YouTube is utilised to livestream Council meetings.

2021 Delivery Program Strategy	4.3 Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency				
2018 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
4.3.01	Complete the actions in the ICT Amalgamation Strategy	Director Internal Services	50	Progressing	TechOne Stage Two has commenced. Building, Cemetery and ECM databases are in the process of being consolidated. IT Support, in conjunction with Aerocom, have been working through the Server Refresh Project. All servers have been setup and established. New data projectors and screens have been installed in the Councils Tumut and Riverina Room and the Tumbarumba Council Chambers and Meeting Room Two. NBN is now established at all council offices.
4.3.02	Investigate feasibility and application of emerging technologies	Director Internal Services	50	Progressing	As part of the IT Amalgamation Projects new technologies are being investigated and implemented in an effort to increase efficiency and reduce costs. New storage arrays have been implemented to assist in optimising data speed and user access.
4.3.03	Develop and implement ICT Strategy	Director Internal Services	25	Progressing	With the continued progression of the IT Amalgamation Projects and the establishment of a standard operating environment across the network, the platform for the IT Strategy has commenced.
4.3.04	Develop and implement strategic human resources plan	Director Internal Services	100	Completed	The Workforce Plan incorporates strategic human resource initiatives and has been completed. Its implementation has commence and ongoing
4.3.05	Implement incident management and safety software module	Director Internal Services	30	Progressing	A demonstration of the VAULT Work Health and Safety software system has been arranged for a meeting scheduled for 23 January 2019. The system is supplied by StateCover and they cover all costs of the system.
4.3.06	Implement priority actions from Workforce Management Plan	Director Internal Services	45	Progressing	Implementation of the Workforce Plan is ongoing. Approximately 15 HR and Safety policies have been developed since the beginning of the financial year, all staff training in code of conduct and organisational values and behaviours has been completed.
4.3.07	Develop and implement a WHS framework	Director Internal Services	70	Progressing	A Work Health and Safety framework document has been drafted and the final draft version is available for comment. A number of WHS policies and procedures have been developed with some now endorsed and signed off by the GM. Others are currently waiting to be presented to the Executive Leadership Team.
4.3.08	Increase participation in staff health and well being activities and initiatives	Director Internal Services	40	Progressing	AA health and wellbeing strategy/document is currently in the planning stages with some good initiatives identified. Once collated this document will be resented to Executive Leadership Team for comment.

4.3.09	Provide University scholarships and TAFE awards	Director Internal Services	50	Progressing	University Scholarships for 2018 have been awarded.
4.3.10	Implement the Culture Change program	Director Internal Services	70	Progressing	Actions identified in the culture change program relate to Human Resource Actions and have been implemented (Performance Appraisal System and training for staff), Dignity and Respect Policy, Grievance Procedure. Further, Work Improvement Team around the General Manager's priorities have contributed to the change management program
4.3.11	Develop and implement a training plan across organisation	Director Internal Services	30	Progressing	The Human Resource Team is working on developing a Learning and Development Strategy which will include training plan for the organisation.
4.3.12	Integrate IMS accreditation system across the Infrastructure Works Division	Director Assets and Infrastructure	100	Completed	The accreditation for Council's Integrated Management System (IMS) has been audited and transitioned from Snowy Works and Services to Snowy Valleys Council - Infrastructure Works Division.
2021 Delivery Program Strategy	**4.4 Provide a high level of customer service to the community**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
4.4.1	Develop complaint management framework by February 2019	Director Internal Services	95	Progressing	Complaints Management Policy was adopted at the November Council meeting 22/11/18 and communicated to all staff in December. The policy, procedure and customer feedback form need to be communicated further and training provided to customer service staff and other key personnel.
4.4.2	Develop and implement a Customer Service Framework	Director Internal Services	75	Progressing	Strategy has been drafted and will be submitted to the Executive Leadership Team for February meeting.
4.4.3	Undertake a training program of training for front of house customer service team	Director Internal Services	60	Progressing	Customer Service staff have participated in customer service training. More targeted training is currently being investigated to cover dealing with difficult customers, armed hold up and disability awareness.
4.4.4	Develop a mechanism to capture customer feedback	Director Internal Services	50	Progressing	Mechanism to capture feedback has been developed and currently in use. It is anticipated that an electronic customer feedback system will be developed in the future which will improve data integrity. No progress has been achieved until IT system reviews have been completed such as improvements within Tech 1 (Customer Records Management) and new telephone system.
4.4.5	Conduct a community satisfaction survey annually	General Manager	100	Completed	Community Satisfaction survey to be completed as part of the Service Level Review project in October. Community Satisfaction survey completed and reported to Council at 11 December Council Meeting as part of Service Level Review progress report.
4.4.6	Develop an internal communications strategy	General Manager	75	Progressing	Consultant assessment completed. Project due to commence November. Internal consultation completed November-December with management teams, staff focus group and HR team. Draft report to be delivered early February for Executive Team consideration.
4.4.7	Implement telephony data capture to support improved customer service	Director Internal Services	0	Not Progressing	This project is unfunded. A project plan will be developed and funding sought for the next financial year
4.4.8	Develop an internal knowledge base for use across by customer service team	Director Internal Services	70	Progressing	An electronic knowledge base currently under development and should be completed by March 2019.
2021 Delivery Program Strategy	**4.5 Council demonstrates strong leadership through a governance framework which drives progress towards achieving the community vision**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
4.5.1	Develop and implement an Enterprise Risk Management Framework	Director Internal Services	90	Progressing	Enterprise Risk Management Framework developed and implementation currently underway. A single risk register for Council has been developed and now contains all risks and are assigned to risk owners across the organisation.
4.5.2	Develop and implement a fraud and corruption framework	Director Internal Services	95	Progressing	The Fraud and Corruption Control Policy was adopted at the November Council meeting 22/11/18 and communicated to all staff in December via email. Investigate training for key personnel.
4.5.3	Develop and implement a business continuity plan	Director Internal Services	25	Progressing	Work on the business continuity plan has commenced. This is due for completion in June 2019. A draft Local Government Planning will be ready in March, followed by Local Government Planning subplans for different critical areas of Council.
4.5.4	Undertake 3 internal audits annually	Director Internal Services	60	Progressing	Also conducted IT security review in Dec18.
4.5.5	Implement actions from the Internal Audit and Improvement plan	Director Internal Services	35	Progressing	Actions are currently being implemented
4.5.6	Convene Internal Audit Committee meetings quarterly	Director Internal Services	50	Progressing	Audit, Risk and Improvement Committee meetings are taking place on a quarterly basis. Next meeting Feb19
4.5.7	Convene meetings for the Safety, Risk and Quality committee quarterly	Director Internal Services	100	Completed	Safety, Risk and Quality Committee meetings are taking place on a monthly basis. Meetings have been occurring on a monthly basis for over 8 months and have all scheduled for 2019.
4.5.8	Develop and implement a Volunteer Management Framework	Director Internal Services	45	Progressing	Volunteer Management Framework is under development. Safety information booklet is under development. A working party has been established to bring the management of all volunteers of SVC under the one system. Development of an online application and induction facility for all volunteers.
4.5.9	Provide support to volunteer groups and section 355 committees to manage risks	Director Internal Services	40	Progressing	Support to volunteer groups and section 355 committees is continuing. One action from the volunteer working party is to assess the work activity of the different volunteer groups, so that they can be managed appropriately.
2021 Delivery Program Strategy	**4.6 Council builds strong relationships with other organisations to advocate for our communities**				
2018 / 2019	**Operational Plan Action**	**Authorising Officer**	**Progress**	**Status**	**Comment**
4.6.01	Advocate for funding for children's services	Director Strategy, Community and Development	100	Completed	Ongoing and continued advocacy for further funding occurs throughout the year.
4.6.02	Review and update Advocacy Plan	General Manager	100	Completed	Review and update of the Councillor's Advocacy Plan will commence in October-November. The revised 2019 SVC Advocacy Plan was adopted by Council on 11 December 2018.
4.6.03	Advocate to expedite the construction of the new Tumut hospital	General Manager	0	Not Updated	Ongoing discussions being had whereby council's views are put forward for consideration.
4.6.04	Lobby for the installation of overtaking lanes on the Snowy Mountains Highway to improve road safety	General Manager	70	Progressing	The provision of overtaking lanes on the Snowy Mountains Highway to improve road safety has been incorporated into Councils Advocacy Plan and the Canberra Joint Organisation Integrated Road Register. Lobbying for the overtaking lanes will be ongoing.
4.6.05	Lobby to seek funding to improve timber haulage roads	General Manager	70	Progressing	Requests for funding to improve timber haulage roads is incorporated into Councils Advocacy Plan and the Canberra Joint Organisation Integrated Road Register. Lobbying for this funding will be ongoing.
4.6.06	Lobby to obtain grant funding to upgrade Brindabella Road	General Manager	70	Progressing	Lobbing for funding for the upgrade of Brindabella Road has been ongoing. The need to upgrade the road has been incorporated into Councils Advocacy Plan. A business case justifying the expenditure to upgrade the road has also been completed. A petition to upgrade the road has also been received by Council and will be reported to the February Council meeting.

4.6.07	Support actions to develop greater educational choice within Snowy Valleys Council	Director Strategy, Community and Development	100	Completed	Business as usual. Continued support provided within Snowy Valleys council Local Government area. These include. Transition to School programs, liaison with schools.
4.6.08	Maintain an active Regional Organisation membership	General Manager	50	Progressing	Affiliate membership of Canberra Region JO. Advocacy with Deputy Premier and Minister for Local Government about planning region change from Riverina to Canberra and South East region. Resignation from REROC effective July 2019.
4.6.09	Maintain active involvement with RDA Riverina and RDA Murray	Director Strategy, Community and Development	100	Completed	This is a business as usual activity. Our Economic Development & Tourism staff work closely with both RDA Riverina and RDA Murray on an ongoing basis.
4.6.10	Advocate for a natural gas pipeline to Tumbarumba	Director Strategy, Community and Development	5	Progressing	This action is under review. It was not shortlisted for the Advocacy Plan so it will be reassessed for the 2019/20 Operational Plan.
4.6.11	Advocate for a softwood 'centre of excellence'	Director Strategy, Community and Development	50	Progressing	Included in the 2018/19 Advocacy Plan now in use in all advocacy meetings conducted by the Mayor and 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 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
5.1.1	Complete the 2017/2018 infrastructure maintenance and construction program	Director Assets and Infrastructure	50	Progressing	Delivery of the annual maintenance and construction program is on-track. This includes the completion of works on Brindabella Road and the Grahamstown Road upgrade.

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.2 Provide well maintained safe, vibrant and accessible community spaces and facilities				
2018 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
5.2.1	Maintain and improve public facilities, buildings, amenities within budget	Director Assets and Infrastructure	70	Progressing	The annual program for the maintenance of public facilities including buildings and amenities is on track. The project to improve the Tumut Bull Paddock and the Tumbarumba Sportsfield playing surfaces is nearing completion. Works on the upgrade of the amenity buildings at Batlow, Adelong and Wynyard Street in Tumut have been completed. A new amenity building was also completed in Rosewood.
5.2.2	Manage Swimming Pools in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines.	Director Assets and Infrastructure	50	Progressing	The Tumut, Adelong, Tumbarumba, Batlow and Khancoban community pools are open and fully operational.
5.2.3	Undertake a study to determine infrastructure improvements needed to support large scale event attraction, sporting and other	Director Assets and Infrastructure	5	Progressing	Community consultation completed for the Multi Purpose Centre in Tumut.

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.3 Provide and partner with other agencies to deliver and effective, safe local transport network				
2018 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
5.3.1	Apply for Federal and State road safety/blackspot grants	Matthew Hyde	50	Progressing	This is an ongoing program for applying for Federal and State road safety blackspot grants as they become available.
5.3.2	Implement actions from the Road Safety action plan	Director Assets and Infrastructure	100	Completed	Road safety works have been completed on Forest Road in Batlow providing improved road safety and performance
5.3.3	Liaise with neighbouring councils and ACT Minister to lobby State and Federal Government for additional road funding	General Manager	70	Progressing	Council is an active associate member of the Canberra Joint Organisation of Councils and the SVC priority roads that require funding are now included in the Canberra Joint Organisation Integrated Road Register. This Integrated Road Register along with Council's Advocacy Plan is being used to Lobby all levels of Government for road funding.
5.3.4	Advocate for funding to improve local transport network including rail links, heavy haulage roads and the Tumut Aerodrome	General Manager	50	Progressing	The General Manager, Mayor and Councillors have been actively lobbing all levels of Government for funding to improve the local transport network. This lobbing is ongoing and is being accelerated in response to the upcoming Government elections.
5.3.5	Advocate for upgrades to the Talbingo to Batlow road link to better accommodate the Snowy 2.0 project	General Manager	70	Progressing	Upgrade of the Talbingo to Batlow Road link has been incorporated into Councils Advocacy Plan and the Canberra Joint Organisation Integrated Road Register. Discussions with Forestry and Snowy Hydro along with all levels of Government to upgrade this link road are ongoing.
5.3.6	Continue lobbying efforts for funding for urgent safety improvements to the Brindabella Road	General Manager	50	Progressing	Lobbing for funding for the upgrade of Brindabella Road has been ongoing. The need to upgrade the road has been documented in Councils Advocacy Plan. A business case justifying the expenditure to upgrade the road has also been completed. A petition to upgrade the road has also been received by Council and will be reported to the February Council meeting. Lobbing of all levels of Government for funding to upgrade Brindabella Road is ongoing .

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.4 Provide a program to deliver and improve public amenities and infrastructure which meets acceptable community standard				
2018 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
5.4.1	Implement adopted Asset Management Framework	Director Assets and Infrastructure	30	Progressing	SVC policy adopted. Asset Management Policy in draft. Asset register integration is at 50%. Water, Sewer, Buildings, Open Space and Plant have been combined. Transport related assets remain and are set to be completed by EOFY 2019. This allows the appropriate data to feed the AMPs.
5.4.2	Develop portfolio Asset Management Plans for Transport, Water, Sewer, Stormwater, Buildings, Open Spaces, Plan and Fleet and Waste Services	Director Assets and Infrastructure	25	Progressing	Asset register integration is at 50%. Water, Sewer, Buildings, Open Space and Plant have been combined. Transport related assets remain and are set to be completed by EOFY 2019 (with the remaining smaller classes to be completed EOFY2020) This allows the appropriate data to feed the AMPs.
5.4.3	Develop and implement Management Plans for public parks, gardens and reserves	Director Assets and Infrastructure	20	Progressing	Tumut end data is ready to be written into the plan. Our GIS Officer has begun collating data for the Tumbarumba end ready for coding and inputting into the same structure as Tumut was previously written.
5.4.4	Operate airfields in compliance with CASA regulations	Director Assets and Infrastructure	25	Progressing	Airfield and Aerodrome being run in accordance with regulations. Training of additional staff underway
5.4.5	Advocate for the establishment of a main water connection from Mannus Lake to Tumbarumba	General Manager	50	Progressing	The sourcing of funding to establish a water main between the Mannus Lake and Tumbarumba is ongoing. This includes applying for funding under the NSW water security program.

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 / 2019	Operational Plan Action	Authorising Officer	Progress	Status	Comment
5.5.1	Manage footpaths and cycleways in accordance with Asset Management Plans	Director Assets and Infrastructure	25	Progressing	Footpath inspections being undertaken. New framework being developed for combined databases
5.5.2	Develop concept plans for walkways and cycle way extensions across town and villages	Director Assets and Infrastructure	0	Not Due To Start	Will need combined asset register to begin this project.
5.5.3	Seek funding opportunities to enhance cycleways and rail trails	Director Assets and Infrastructure	25	Progressing	Unsuccessful in Active Communities funding for Boundary Street Cycleway
5.5.4	Partner with local organisations to lobby for the formalisation of recreational motorcycling tracks	Director Strategy, Community and Development	5	Progressing	This action is under review. It was not shortlisted for the Advocacy Plan so it will be reassessed for the 2019/20 Operational Plan.

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy 2018 / 2019	5.6 Provide high quality, safe and accessible open spaces and places for active and passive recreation Operational Plan Action	Authorising Officer	Progress	Status	Comment
5.6.1	Review and implement the Capital Sports Grants Program	Director Strategy, Community and Development	50	Progressing	The Capital Sports Grants opened in June and closed in August 2018. There were 6 applications to the amount of $35,435. Grants were undersubscribed this year with a total budget of $40,000 being allocated. Recommendations of recipients were sent to the September Council meeting for adoption.
5.6.2	Seek funding opportunities to enhance active and passive recreation opportunities	Director Assets and Infrastructure	10	Progressing	Stronger Country Communities Funding Projects drafted for round 2. $4million in total.
5.6.3	Review off leash designated areas across the Council areas	Director Assets and Infrastructure	0	Not Due To Start	Will start following Open Space maintenance plan completion.
5.6.4	Develop service level agreements for open spaces	Director Assets and Infrastructure	5	Progressing	Australis have completed the audit of Open Space assets. GIS Officer has begun combining park poly layers ready for the Open Space Maintenance plan. This asset data and information will feed into the AMPs and service level agreements.
5.6.5	Develop Plans of Management for community lands to enable increased accessibility and enjoyment	Director Assets and Infrastructure	10	Progressing	Awaiting feedback from asset team and to continue in 2019.
5.6.6	Seek funding to improve accessibility	Director Assets and Infrastructure	5	Progressing	Recent meeting with Transport NSW about possible funding for haulage accessibility. Grants received for Courabyra Rd.
5.6.7	Undertake assessment of all council managed Crown Lands and investigate transfer of ownership to Council where deemed appropriate	Director Assets and Infrastructure	15	Progressing	Draft process created and tested on Batlow township. Progressing through the assets team.

Major Projects Program 2018 - 2019

PROJECT	LOCATION	BUDGET	STATUS	COMMENTS
Adelong Creekscape Upgrade	Adelong	$516,000		
Brungle Playground Improvements	Brungle	$5,000		
Batlow CBD Masterplan and Amenity	Batlow	$700,000		
Tumbarumba Creekscape	Tumbarumba	$425,000		
Tumut Bull Paddock Improvements	Tumut	$130,000		
Jingellic Multi Use Track	Jingellic	$35,000		
Rosewood Golf Club	Rosewood	$230,000		
Tooma Recreational Area Improvements	Tooma	$80,000		
Tumut Pool - Stage 1	Tumut	$1,008,000		
Khancoban Streetscape	Khancoban	$434,000		
Tumut Montreal Community Theatre Upgrade	Tumut	$331,000		
Khancoban General Store	Khancoban	$160,000		
Brindabella Rd Futures Plan	Tumut	$308,000		
Talbingo Park Improvements	Talbingo	$200,000		
Tumbarumba Playground	Tumbarumba	$80,000		
Tumbarumba Mountain Bike Track	Tumbarumba	$40,000		
Adelong Caravan Park Redevelopment	Adelong	$266,000		
Tumbarumba Showground redevelopment	Tumbarumba	$1,000,000		
Rosewood Playground Equipment	Rosewood	$116,000		
Tumut CBD Upgrade	Tumut	$1,810,000		
Batlow Library	Batlow	$1,000,000		
Tumbarumba Pump Track	Tumbarumba	$149,500		
Tumbarumba Sportsground Upgrade	Tumbarumba	$308,000		
Tumut Bull Paddocks Upgrade	Tumut	$297,130		
Tumbarumba-Rosewood Rail Trail	Tumbarumba	$4,900,000		
Tumbarumba Caravan Park Upgrade - Stage 2	Tumbarumba	$3,817,000		
Tumbarumba Independent Living Units - Stage 2	Tumbarumba	$1,125,000		Project has been pushed back awaiting a report on feasibility

Capital Projects Program 2018 - 2019

PROJECT	AMOUNT	STATUS	COMMENTS
ROADS			
Heavy Patching Reseal Program	$1,062,000		Programmed for Mid February
Wee Jasper Road- Safety works - Twomeys Lane	$650,000		
Grahamstown Rd Rehabilitation	$450,000		
Rural Rd Culvert Replacement Program	$400,000		
Fergusons Rd Bridge Replacement	$400,000		With Asset Dept - not issued to Infrastructure Works Depot
Forest Rd/Banksia/Mill/Coorabel Intersection Batlow	$400,000		
Tildra Rd Culvert	$350,000		Programmed for May
Tooma Rd priority sections	$180,000		
Munderoo-Ournie Rd	$180,000		Scheduled completion February
Boundary St Tumbarumba	$150,000		Programmed for April
Wondalga Rd Pavement	$150,000		
Elm Drv Traffic Control and Drainage	$150,000		With Asset Dept, programmed for May
Lacmalac-Bombowlee Ave Intersection	$150,000		With Asset Dept, programmed for April
Maragle Rd	$140,000		
Boundary St Tumut	$120,000		With Asset Dept, programmed for April
King St (Bridge and Selwyn)	$120,000		Programmed for April
Coppabella Rd	$110,000		
Courabyra Rd	$120,000		
Lowthers Lane US Pavement Renewal	$90,000		With Asset Dept, programmed for May
Pioneer St Stormwater	$30,000		With Asset Dept, programmed for May
OTHER			
Stockwell Park Stabilisation	$55,000		
Playground replacement program	$30,000		With Asset Dept - Programmed for March
Bollard Replacement- Apex & Memorial Park, Batlow			
Showground and Hockey fields	$90,000		Programmed for March
Tumbarumba Creek Stabilisation	$100,000		
ICT Business System Improvements	$400,000		
New Council Implementation Fund Capital	$500,000		
RHB Building Fit Out	$500,000		
Building Renewals	$250,000		
IWD			
Replace plant equipment as required under Plant Replacement Program	$1,370,500		
Depot Renewals	$105,000		
WATER			
Mains Renewal	$435,000		
WTP Renewals	$55,000		
SCADA Expansion Tumbarumba / Khancoban	$150,000		With Asset Dept - not issued to Infrastructure Works Depot
SEWER			
Main Relining	$465,000		Tender completed with contractor due to commence March
STP Renewals	$145,000		With Asset Dept - not issued to Infrastructure Works Depot
Mains Extension Byatt / Booth St	$150,000		With Asset Dept - not issued to Infrastructure Works Depot
SCADA Expansion Tumbarumba / Khancoban	$150,000		With Asset Dept - not issued to Infrastructure Works Depot