

## 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						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	1.1.1	Explore funding options to assist in "Activate Tumut CBD" Strategy	1. Identify a balanced developer contribution mechanism that requires contributions to parking from developers without unduly burdening the ratepayer or providing a disincentive to developers – i.e. a balance. 2. Future economic needs and demand for the Tumut CBD. 3. Plan out the form and function of the CBD spatially 4. Plan for and identify improvements to pedestrian and traffic flow – including on street parking restrictions/time limits. 5. Identify staged CBD beautification opportunities. 6. Car parking needs based on these opportunities. 7. Future development opportunities	Development and Environment	Planning	
19/20	1.1.2	Continue the development and delivery of place based plans as a way to integrate town/village developments around long term aspirations, including: delivery of draft plans for Tumut and Tumbarumba, completion of 2019 projects for Adelong, Khancoban and Batlow and the development of a placemaking framework for Snowy Valleys Towns and villages.	Completion of the 2 new plans and the placemaking framework.	Strategy and Place	Strategy Community and Development	
19/20	1.1.3	Maintain visual appearances of town and village approaches in accordance with the approved service levels	Performance against service levels	Infrastructure Works	Heinz Kausche	
19/20	1.1.4	Deliver a program of skill building workshops for the community	1. Conduct grant writing sessions for community groups and event organisers 2. Conduct media and marketing sessions for community groups and event organisers 3. Conduct event management sessions for community groups and event organisers	Strategy and Place	Strategy Community and Development	
19/20	1.1.5	Investigate opportunities for activating places for young people across the region	1. Assist community groups and event organisers prepare grant applications 2. Research funding opportunities for community projects 3. Apply for grants that assist community development throughout the region	Strategy and Place	Strategy Community and Development	
19/20	1.1.6	Coordinate and deliver the Community Grants programs	1. Coordinate the art & cultural development grants 2. Coordinate the Capital Sports Grants Program 3. Coordinate the Community Strengthening Grants 4. Coordinate the Tumbarumba Small Community Grants 5. Coordinate Hyne Trust Community Grants 6. Coordinate the Snowy Hydro Community Grants	Strategy and Place	Community Development	

2021 Delivery Program Strategy 1.2 Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life						
Year	DP Strategy	Action	Action Components / Performance Measure		Division	Team
19/20	1.2.1	Seek funding for preparation of Children's Services Strategic Plan to be prepared by external provider	1. Seek funding. engagement of consultant. progression of work. start plan by end of financial year. 5. Report forwarded to Council.	2. 3. major 4. Developed	Community Services	Children's Services
19/20	1.2.2	Seek funding for preparation of Aged Care Strategic Plan to be prepared by external provider	1. Seek funding. Engagement of consultant. progression of work. start plan by end of financial year. 5. Report forwarded to Council.	2. 3. major 4. Developed	Community Services	Multi Service Outlet
19/20	1.2.3	Deliver year 1 of actions under DIAP.	1. Review and prioritising of actions by July 2019.. 2. Delivery of x amount of actions by end December 2019. 3. Delivery of x amount of actions by end March 2020. 4. Delivery and evaluation of year 1 actions by end June 2020.		Community Services	Strategy Community and Development
19/20	1.2.4	Maintain National Childcare Quality Standards across Children's Services outlets	1. Services meet base line of national regulations. 2. quality improvement plans in place to improve on base line. 3. Services achieve 'meeting' as a minimum and aspire to 'exceeding'. 4. Monthly reviews in place for checking progress.		Community Services	Children's Services
19/20	1.2.5	Deliver program of children and youth events by Library services	1. Annual program of children and youth events developed. 2. Seek funding. 3. At least two children and two youth events delivered six monthly. 4. Events are evaluated.		Community Services	Library Services
19/20	1.2.6	Seek funding for preparation of Library Strategic Plan to be prepared by external provider	1. Seek funding. engagement of consultant. progression of work. start plan by end of financial year. 5. Report forwarded to Council.	2. 3. major 4. Developed	Community Services	Library Services
19/20	1.2.7	Facilitate and deliver a program of youth events and activities	Completion of events and activities		Strategy and Place	Ben Smith
2021 Delivery Program Strategy 1.3 Protect and preserve local history and heritage						
Year	DP Strategy	Action	Action Components / Performance Measure		Division	Team
19/20	1.3.1	Implement priority actions in the Adelong Falls Management Plan, Conservation Strategy	1. Seek funding for Interpretive signage.		Assets	Utilities Open Spaces Facilities
19/20	1.3.2	Undertake annual Local Heritage Grants Program to be finalised by April 2020	Process grant applications and advise outcome to applicants		Development and Environment	Development

19/20	1.3.3	Work in partnership with the Aboriginal Community	1. Support Indigenous cultural activities and events 2. Work in partnership with Aboriginal community to develop and deliver a program of Aboriginal Cultural recognition activities 3. Provide support to the Aboriginal Liaison Committee 4. Investigate opportunities for funding for an Aboriginal Liaison Officer Undertake Application	Strategy and Place	Community Development
	1.3.4	Apply for Heritage Listing of Pioneer Cemetery		Development and Environment	Development
<b>2021 Delivery Program Strategy</b>					
<b>1.4 Expand ,support and encourage arts and cultural events, activities and creative opportunities</b>					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	1.4.1	Implement actions from the Cultural Plan	1. Facilitate and deliver a program of Council led cultural activities and events 2. Provide support to local historical societies 3. Maintain an active Eastern Riverina Arts membership 4. Partner with Montreal Community Theatre to deliver cultural events and programs Facilitate erection of banners, flags and Tumut town entrance signs Maintain an active Museum Advisor Program membership	Strategy and Place	Community Development
19/20	1.4.2	Facilitate and deliver a program of youth and cultural development opportunities	1. Facilitate and deliver a program of youth events and activities 2. Investigate funding opportunities to support the expansion of youth related programs 3. Develop and implement youth capacity building programs 4. Participate in REROC Youth and Community Development Network	Strategy and Place	Community Development
<b>2021 Delivery Program Strategy</b>					
<b>1.5 Support and promote community and tourism events and festivals</b>					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	1.5.1	Facilitate, deliver and provide support to Council and community events and programs	1. Coordinate and deliver a program of events for seniors 2. Provide sponsorship for events as per event sponsorship policy 3. Provide support to events throughout the region 4. Seek funding opportunities for festivals and events in the region 5. Develop a seasonal calendar promoting events in the region 6. Facilitate and deliver a program of Council led events 7. Deliver Australia Day events on behalf of SVC Corporate entity	Strategy and Place	Community Development
<b>2021 Delivery Program Strategy</b>					
<b>1.6 Support and partner with other agencies to ensure community safety</b>					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	1.6.1	Partner with other agencies to develop Crime Prevention Plan by October 2020	Undertake partnerships accordingly	Strategy and Place	Community Development

19/20	1.6.2	Maintain council's legislative requirements under the SERM act including;	1. Convening and attendance of Emergency Service meetings 2. Preparing minutes 3. Undertaking actions resulting from the meetings.	Assets	Glen McGrath
19/20	1.6.3	Implement Councils Companion Animal Plan	1. encourage microchipping and lifetime registration of dogs and cats 2. improve rehoming rates for lost and stray dogs and cats. 3. facilitate the prompt return of seized animals to their owners and reduce the number of animals that need to be impounded 4. maintain and broaden links with professional bodies, animal welfare agencies, Police/Vets, to promptly manage incidents, health issues and increase rehoming opportunities 5. minimise the number of animals euthanased.	Development and Environment	Rob Cox
19/20	1.6.4	Upgrade Tumut Animal Welfare facility	Undertake upgrade improvements	Development and Environment	Rob Cox
<b>2021 Delivery Program Strategy</b>					
<b>1.7 Manage Council's resources in a manner which is equitable and ensures organisational sustainability</b>					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	1.7.1	Finalise unqualified financial statements by 31 October	Financial Statements need to be presented to council by 30th November for acceptance	Finance and IT	Finance
19/20	1.7.2	Undertake Quarterly Budget Review to include Financial Performance report to council, Budget to Actual figures and recommendation on budget amendments.	QBR to be reported to council the month following the end of the quarter	Finance and IT	Finance
19/20	1.7.3	Ensure long term financial sustainability of Council through forecasting balanced budgets inline with service management plans	Long Term Financial Plan and service management plans provide a pathway to a balanced budget and meets industry benchmarks.	Finance and IT	Finance
19/20	1.7.4	Undertake GIS Aerial Photography of LGA	Undertake Tender process to ascertain best contractor to undertake work	Assets	Glen McGrath
19/20	1.7.5	Imaging and storing of all hard copy A1 size plans	Completion of all hard copy A1 plans imaged and stored	Development and Environment	Rob Cox
<b>2021 Delivery Program Strategy</b>					
<b>1.8 Advocate for and support the provision of affordable housing in our towns and villages</b>					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	1.8.1	Undertake sub division in Snow Views Estate Stage 2 as per Council Resolution October 2018	Subdivision applied for and approved	Strategy and Place	Economic Development
19/20	1.8.2	Commence development of Snow Views Estate Stage 3	Development commenced by June 2020	Strategy and Place	Economic Development
19/20	1.8.3	Prepare business case for Council's consideration regarding the construction of two independent living units in Tumburumba	Business Case prepared and Council resolution received	Community Services	Strategy Community and Development
<b>2021 Delivery Program Strategy</b>					
<b>1.9 Provide a planning and development framework which protects the local amenity while supporting sustainable growth and appropriate balance of land use</b>					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	1.9.1	80% of all Development Applications are assessed and determined within 60 days	Target of 80% being met	Development and Environment	Rob Cox
19/20	1.9.2	Develop new draft Local Environment Plan	LEP developed	Development and Environment	Rob Cox
19/20	1.9.3	Prepare and lodge Local Strategic Planning Statement by December 2019	Statement Lodged	Development and Environment	Rob Cox
19/20	1.9.4	Prepare and lodge Community Consultation Plan by December 2019	Plan Lodged	Development and Environment	Rob Cox



## 2. Growth through innovation

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

2021 Delivery Program Strategy					
2.1 Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	2.1.1	Partner with Snowy Hydro, RDA, CRJO and State government to identify and pursue economic benefits/impacts expected from Snowy 2.0, including holding regional briefings and workshops to identify issues and opportunities. This should include targeted discussions around employment opportunities, potential works packages for local providers, training and development opportunities and community contribution opportunities.	Completion of the workshops, action list and delivery of the priority actions.	Strategy and Place	Economic Development
19/20	2.1.2	Pursue funding to complete long term spatial planning for our region. This would include working with regional partners to complete a long term snows valleys region growth strategy that uses a spatial planning approach to identify future requirements around land use, infrastructure, government services, social facilities and environmental preservation.	Completion of the strategy.	Strategy and Place	Economic Development
2021 Delivery Program Strategy					
2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	2.2.1	Develop and implement a snows valleys investment attraction plan that includes: an investment story for the region, an investment prospectus that can be tailored to each town, an investment hub on our regional website, investment opportunity identification workshops, an invest snows valleys event and development of a concierge service for prospective investors.	Completion of tasks as listed. 10% Increase in investment enquiries and 10% reduction in response times.	Strategy and Place	Economic Development
19/20	2.2.2	Partner with National Parks to implement a joint action plan for visitor information centres in our region, including targeted experiences, joint campaigns and product promotion.	Increased Product sales, visitor numbers and experience uptake.	Strategy and Place	Tourism
19/20	2.2.3	Implement the new Snowy Valleys Tourism Brand and Marketing Strategy through: delivery of the new website, production of new merchandise, update of guides, completion of a new photography library and targeted campaigns.	Completion of tasks as listed and reach levels achieved.	Strategy and Place	Tourism
19/20	2.2.4	Continue development of Snowy Valleys as a Cycling destination through: <ul style="list-style-type: none"> <li>• pursuing funding, completing land tenure agreements and ground proofing for the MTB Masterplan</li> <li>• delivering a campaign to promote the Tumbarumba to Rosewood rail trail opening</li> <li>• hosting a track and trail forum in partnership with local councils and regional authorities</li> <li>• delivery of cycling specific marketing tools and trackside tools (branded fixed pumps and repair kits)</li> <li>• identification of add on services (like bike hire) and investor opportunities</li> <li>• identification and facilitation of cycling event growth opportunities in partnership with local cycling advocacy groups.</li> </ul>	Completion of tasks as listed and demonstration of an uptake in cycling activities.	Strategy and Place	Tourism
19/20	2.2.5	Work with regional agencies to identify opportunities to develop new accommodation products to support peak periods and major events, including: an analysis of opportunities and an accommodation investment opportunity summary that is reflected in the regional investment story.	Completion of tasks as listed	Strategy and Place	Tourism
19/20	2.2.6	Provide ongoing management of visitor facilities, services and products, including social media channels, visitor centres and related business support.	Analysis of visitor numbers across each platform	Strategy and Place	Tourism
19/20	2.2.7	Work with local industry and other councils to promote and support the development of the region as a food destination that includes a number of agritourism experiences. This includes working with the CBRJO and Canberra Airport to showcase the region, highlighting attractions through visitor guides and supporting the development of food and beverage business opportunities in targeted meetings.	Completion of tasks as listed	Strategy and Place	Tourism
19/20	2.2.8	Work with local businesses to identify potential winter events that can support increased visitation in winter months, including a workshop to discuss options, development of a targeted event list and engagement of benchmark councils around the costs and benefits of similar events in their region.	Completion of tasks as listed	Strategy and Place	Tourism
19/20	2.2.9	Deliver tourism focused projects promoting individual towns, including app development, targeted information guides, static information facilities and signage improvements.	Completion of tasks as listed	Strategy and Place	Tourism
19/20	2.2.10	Partner with local councils to support attracting more drive tourists to travel through our region, including repositioning of Snowy Valleys Way, supporting Upper Murray 2030 projects and collaborating on marketing of regional events.	Completion of tasks as listed	Strategy and Place	Tourism
19/20	2.2.11	Work with other Councils and Crown Lands to build attraction to the Hume and Hovell Trail through a marketing program including social media, advertising and activation through events.	Completion of tasks as listed	Strategy and Place	Tourism
19/20	2.2.12	Actively pursue opportunities to promote the region through editorial features, targeted advertising, famil tours, award nominations, leveraging regional campaigns and conference/summit presentations.	Completion of tasks as listed	Strategy and Place	Tourism

2021 Delivery Program Strategy					
2.3 Promote, support and attract local small businesses					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	2.3.1	Define and deliver a business support program that includes facilitation of the easy to do business program, business planning support and working with the chambers of commerce on targeted initiatives.	Completion of tasks as listed	Strategy and Place	Economic Development
19/20	2.3.2	Develop and implement a snows valleys investment attraction plan that includes: an investment story for the region, an investment prospectus that can be tailored to each town, an investment hub on our regional website, investment opportunity identification workshops and development of a concierge service for prospective investors.	Completion of tasks as listed. 5 % Increase in investment enquiries.	Strategy and Place	Economic Development
2021 Delivery Program Strategy					
2.4 Lobby for better telecommunications services					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	2.4.1	Support the SVC advocacy plan in advocating for better telecommunications coverage, including pursuing funding for an analysis of potential connectivity improvements/blackspot reduction and development of an in-house discussion paper around potential solutions.	Completion of advocacy meetings, funding application and in-house summary of opportunities to be pursued.	Strategy and Place	Tourism
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					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	2.5.1	Support the SVC advocacy plan priorities including development of a country university centre and a softwoods centre of excellence. Do this through targeted meetings, investment opportunity summaries and options analysis.	Complete tasks as outlined in action	Strategy and Place	Economic Development
19/20	2.5.2	Work with local business leaders, regional agencies, chambers of commerce and education providers to analyse local skills gaps, knowledge and talent retention challenges and a set of agreed actions to collectively address it. This includes informing and supporting the development of a Business Centre of Excellence/Country University Centre and identifying ways to enhance of add value to our primary industries.	Completion of tasks as listed	Strategy and Place	Tourism
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					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	2.6.1	Progress investigations into emerging industries and technologies through establishment of a Business Innovators Group, identification of investment options and an agreed action plan. This discussion should include a range of opportunities, including renewable energy options, value adding to agriculture/timber industries, recycling opportunities and supporting new knowledge based industries.	Establishment of the group, identification of investment options and development of an agreed action plan to be delivered through quarterly meetings.	Strategy and Place	Economic Development
19/20	2.6.2	Complete a Program Business Case for the Batlow Cannery site that tests investment options and identifies a preferred mix of development steps to be delivered over a 5-10 year period.	Completion of tasks as listed	Strategy and Place	Economic Development
19/20	2.6.3	Develop improved economic analysis tools for use in outlining issues and opportunities for locals and investors, including upgrading of software and including data in the regional investment attraction story.	Completion of tasks as listed	Strategy and Place	Economic Development
19/20	2.6.4	Work with the softwoods working group to advocate for a softwoods centre of excellence in addition to identifying skills gaps, land supply and innovation opportunities to support the local timber industry.	Completion of tasks as listed	Strategy and Place	Economic Development
19/20	2.6.5	Deliver a program of regional attraction initiatives to encourage more people to live in the region, including: facilitating the country change program, investigating holding a country change expo, refreshing the snows valleys up close films and supporting marketing.	Completion of tasks as listed	Strategy and Place	Economic 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					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	3.1.1	Continued focus on the utilisation of clean energy usage with Council	1. Ongoing tracking of electricity usage by SVC. 2. Investigation of opportunities for clean energy usage. 3. Active promotion of clean energy options throughout LGA. 4. Develop and implement strategy to reduce Council's carbon footprint	Assets	Waste Management and Strategy
19/20	3.1.2	Use the updated climate change risk assessments and forum feedback to develop an achievable climate change action plan.	Completion of an action plan, identification of programs and memberships that can benefit Council's efforts in this area and ongoing communications around our efforts in this area.	Strategy and Place	Strategy Community and Development
2021 Delivery Program Strategy					
3.2 Promote programs and initiatives which encourage more sustainable living					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	3.2.1	Facilitate waste recycling program to include	1. Delivering free waste weekends 2. Deliver Education programs to schools 3. Deliver recycling options to community events. 4. Waste and recycling strategy	Assets	Waste Management and Strategy
19/20	3.2.2	Continue to pursue funding to deliver targeted climate change projects that can address the areas of highest risk.	Completion of funding applications and delivery of funded projects.	Strategy and Place	Strategy Community and Development
19/20	3.2.3	Mannus Lake Assessment Deliver on actions of report	Completion of tasks as listed in report	Assets	Waste Management and Strategy
2021 Delivery Program Strategy					
3.3 We sustainably manage waste through a commitment to resource recovery and best practice waste management					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	3.3.1	Develop and implement a Waste and Recycling Strategy	Strategy developed	Assets	Waste Management and Strategy
19/20	3.3.2	Develop an environmental risk profile for landfill sites	Profile developed	Assets	Waste Management and Strategy
19/20	3.3.3	Maintain active membership in Regional Waste Forums (REROC and South West Regional Waste Management Group)	Membership maintained	Assets	Waste Management and Strategy
2021 Delivery Program Strategy					
3.4 Protect and manage the local environment including air quality, waterways, rivers and streams					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	3.4.1	Collect samples and test public water supply as required by legislation	Samples collected and analysed	Assets	Waste Management and Strategy
2021 Delivery Program Strategy					
3.5 Partner and support other agencies to protect local fauna and biodiversity ecosystems					
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	3.5.1	Continued focus on Weed eradication within the LGA	1. Implementation of Weed action plan. 2. Participation in Regional Weeds Advisory Group. 3. Seeking funding for ongoing weed control activities. 4. Ongoing education of the community regarding weed control and eradication.	Development and Environment	Biosecurity



## 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						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	4.1.1	Continue strategic engagement activities that ensure visibility and coherence between council and the community, including delivery of dynamic reference groups and a feedback summary, plus targeted Councillor Roadshow sessions.	Delivery of listed actions	Strategy and Place	Strategic Planning and Engagement	
19/20	4.1.2	Facilitate Mayoral Summit	Mayoral Summit organised	Office of the GM	Executive Officer	
2021 Delivery Program Strategy						
4.2 Deliver a communication strategy which ensures the community receives information in a timely and convenient manner						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	4.2.1	Implement the corporate communications strategy	Increase in numbers of social media followers; Increase in community satisfaction with communication; Increase in website subscribers;	Office of the GM	Communications	
2021 Delivery Program Strategy						
4.3 Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	4.3.1	Maintain Councils communication infrastructure	Utilising data capture within Sysaid to provide details on the following. Faults, Maintenance requirements, Replacement of IT hardware including phones laptops and desk top computers.	Finance and IT	Manager Special Projects IT	
19/20	4.3.2	Provide support for Councils corporate systems and IT infrastructure to maintain business continuity	report on back ups completed, disaster recovery testing and fail overs	Finance and IT	Manager Special Projects IT	
19/20	4.3.3	Foster relationships with educational institutions through initiatives including: scholarships, awards, work placements, career talks	Actions undertaken	People, Culture and Governance	Human Resources	
19/20	4.3.4	Promote and implement safety and well-being initiatives in accordance with Councils Resourcing Strategy and Safety Plans	Actions undertaken	People, Culture and Governance	Human Resources	
19/20	4.3.5	Convene meetings for the Safety, Risk and Quality committee quarterly	Actions undertaken		Governance	
19/20	4.3.6	Implement workforce actions from Councils Resourcing Strategy		People, Culture and Governance	Human Resources	
19/20	4.3.7	Implement the internal communications framework	Priority actions for 19/20 are initiated	Office of the GM	Communications	
19/20	4.3.8	Work Improvement Teams convened to improve efficiencies and culture of Snowy Valleys Council	WIT convened	Office of the GM	General Manager	
19/20	4.3.9	Executive Team Mentoring Program initiated	Mentoring program organised and underway	Office of the GM	General Manager	
19/20	4.3.10	Apply for Special Rate Variation	SRV Application submitted	Finance and IT	Finance	
2021 Delivery Program Strategy						
4.4 Provide a high level of customer service to the community						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	4.4.1	Implementation of Customer Service Framework including adoption of Customer Service Charter outlying Service Deliverables and Customer Service Policy.	Policies adopted	People, Culture and Governance	Customer Service	
19/20	4.4.2	Source new telephone system for council which will incorporate software to capture telephone call data i.e. Duration of Calls, Abandonment rates, number of calls	Telephone System installed	Finance and IT	Manager Special Projects IT	
19/20	4.4.3	Conduct the annual Community Satisfaction Survey	Statistically relevant survey conducted in September	Office of the GM	Executive Officer	
2021 Delivery Program Strategy						
4.5 Council demonstrates strong leadership through a governance framework which drives progress towards achieving the community vision						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	4.5.1	Implement business continuity plan	Table Top exercises working on examples for DR. Staff training Completion of Sub Plans	People, Culture and Governance	Governance	



19/20	4.5.2	Implement an Enterprise Risk Management Framework	Staff training. data for risk register	Capturing Managing data within register	People, Culture and Governance	Governance
19/20	4.5.3	Provide support to volunteer groups and section 355 committees to manage risk.	Confirm our level of support. registration	Improve Completion of	People, Culture and Governance	Governance
19/20	4.5.4	Undertake 3 internal audits annually	Terms of Reference update Audits Undertaken		People, Culture and Governance	Governance
19/20	4.5.5	Coordinate Policy Harmonisation project	All council policies are harmonised		People, Culture and Governance	Governance
19/20	4.5.6	Develop and Implement a Councillor Induction and Professional Development Guidelines	Guidelines completed and distributed		People, Culture and Governance	Governance
19/20	4.5.7	Prepare and coordinate requirements for 2020 council elections	Work completed in time for elections		People, Culture and Governance	Governance
19/20	4.5.8	Implement JLT Continuous Improvement Plan across organisation (Not sure)	Continuous improvement plan implemented		People, Culture and Governance	Governance
19/20	4.5.9	Complete Policy Harmonisation for Assets and Infrastructure	All Asset and Infrastructure policies are harmonised	Assets		Assets
19/20	4.5.10	Complete Policy Harmonisation for Strategy and Place	All Strategy and Place policies are harmonised	Strategy and Place		Strategy and Place
19/20	4.5.11	Complete Policy Harmonisation for Community Services	All Community Services Policies are harmonised	Community Services		Community Services
19/20	4.5.13	Complete Policy Harmonisation for Infrastructure Works	All Infrastructure works policies are harmonised	Infrastructure Works		Infrastructure Works
19/20	4.5.15	Complete Policy Harmonisation for Finance and IT	All Finance and IT policies are harmonised	Finance and IT		Finance and IT

**2021  
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**4.6 Council builds strong relationships with other organisations to advocate for our communities**

Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team
19/20	4.6.1	Undertake advocacy initiatives in accordance with the priorities as adopted in the Advocacy plan	Advocacy efforts are aligned with priorities in plan; Advocacy Plan is reviewed before December 2019;	Office of the GM	General Manager
19/20	4.6.2	Maintain an active membership to the Canberra Region Joint Organisation	80% of CRJO events are attended by SVC representatives	Office of the GM	General Manager
19/20	4.6.3	Partner with stakeholders to ensure sustainable outcomes for the region as a result of Snowy 2.0	Active involvement in State Coordination Group	Office of the GM	General Manager

## 5. Our Infrastructure

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy						
5.1 Provide a program to improve local roads						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	5.1.1	Develop a project management plan for the Brindabella Road Upgrade to support advocacy efforts to fund \$800,000 to undertake site assessments and prepare detailed concept plans.	Completion of a preliminary Project Management Plan for the upgrade of Brindabella Road	Infrastructure Works	Infrastructure Works	
19/20	5.1.2	Complete the 2019/2020 infrastructure maintenance and construction program	Completion of works	Infrastructure Works	Construction and Roads Maintenance	
2021 Delivery Program Strategy						
5.2 Provide well maintained safe, vibrant and accessible community spaces and facilities						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	5.2.1	Deliver Capital works program	Complete greater than 80% completion of the overall program of capital works for 19/20	Infrastructure Works	Construction and Roads Maintenance	
19/20	5.2.2	Develop and Implement Operational and Maintenance Plans for Open Space, Pools, Facilities and Street Trees.	Complete and Implement Operational and Maintenance Plans for Open Space, Pools, Facilities and Street Trees.	Assets	Utilities Open Spaces Facilities	
19/20	5.2.3	Manage Swimming Pools in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines.	Management guidelines adhered to	Infrastructure Works	Utilities Open Spaces Facilities	
19/20	5.2.4	Maintain and improve public facilities, buildings, amenities within budget	Maintenance undertaken throughout the year	Infrastructure Works	Utilities Open Spaces Facilities	
2021 Delivery Program Strategy						
5.3 Provide and partner with other agencies to deliver and effective, safe local transport network						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	5.3.2	Work with CBRJO partners, SEATS and transport agencies to progress Brindabella Road, support haulage route upgrades, identify funding opportunities for installing EV charging facilities, advocate and investigate potential funding for improved regional bus/rail links and cycling facilities.	Completion of business cases or investment option summaries for each area	Strategy and Place	Strategy, Community and Development	
2021 Delivery Program Strategy						
5.4 Provide a program to deliver and improve public amenities and infrastructure which meets acceptable community standard						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	5.4.1	Develop Management Plans for all public parks, gardens and reserves. Plan to include; 1. Annual budget for maintenance, renewal of assets etc. 2. Register of all parks, gardens and reserves owned by council, crown land. 3. Maintenance and renewal program	Management Plans completed	Assets	Utilities Open Spaces Facilities	
2021 Delivery Program Strategy						
5.5 Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	5.5.1	Complete the planning and delivery of cycling infrastructure, including: • Tumbarumba to Rosewood Rail Trail • The Mountain bike connection between the Hume and Hovell Trail and Tumbarumba • Tumut Pump track • Identification of future trail extensions • Progression of the Hume and Hovell Mountain Bike Masterplan	Completion of tasks as listed	Strategy and Place	Strategy, Community and Development	
2021 Delivery Program Strategy						
5.6 Provide high quality, safe and accessible open spaces and places for active and passive recreation						
Year	DP Strategy	Action	Action Components / Performance Measure	Division	Team	
19/20	5.6.1	Develop service level agreements for open spaces	Provide Service Level Agreements to Staff for implementation	Assets	Utilities Open Spaces Facilities	

19/20	5.6.2	Undertake assessment of all council managed Crown Lands and investigate transfer of ownership to Council where deemed appropriate	Assessment completed and recommendations provided	Assets	GIS
19/20	5.6.3	Seek funding opportunities to enhance active and passive recreation opportunities	Investigate and complete funding applications where required	Assets	Utilities Open Spaces Facilities