



DRAFT
2020 - 2021
OPERATIONAL PLAN

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Acknowledgement of Country

We acknowledge the traditional custodians of this land and pay respects to Elders past and present.

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

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

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

About the Operational Plan

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

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

The operational plan is reviewed, assessed and publicly reported to Council on a half yearly basis. An annual review of the implementation of the operational plan is also presented to Council and included within the Annual Report.

Council's activities are aimed toward achieving its vision for the future of the Snowy Valleys Council local government area and are focused into our five key strategic themes.

1. Towns and Villages
2. Growth Through Innovation
3. Our Natural Environment
4. Communication and Engagement
5. Our Infrastructure

Our Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) framework recognises that most communities hold similar aspirations, including:

- a safe, healthy and pleasant place to live
- a sustainable environment
- opportunities for social interaction
- opportunities for employment and reliable infrastructure.

The difference lies in how each community responds to these needs. The framework also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows council to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future. This framework also allows us to build plans of appropriate size, scale and content for our community.



Our vision and values

“Leading, engaging and supporting strong and vibrant communities”

Councillor's Values

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

**Integrity
Respect
Safety**

Our Councillors representing our community



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

Mayor's Welcome

As we publish this Operational Plan for 2020-2021, our community is reeling from the impact of unprecedented and devastating bushfires, flooding and a global pandemic.

As a Council, we have the difficult task of having to publish a plan for the future at a time when the impact of property, economic and social damage is still to be accounted for, our operating environment continues to change in response to health and legislative requirements and so much is still unknown.

In such an environment, our primary goal is to navigate a way forward that acknowledges the unprecedented impacts on our community and allows Council to be in the best position to respond as further impacts become known.

As Council staff work during the coming year to finalise actions contained within this Operational Plan, many of which were set in motion at the start of the Council term, we will continue to identify and assess new opportunities and challenges presented by this unique environment.

This may result in changes having to be made to published goals and impacts to our budget position.

There is no doubt that Council working with the other levels of Government, have a strong role to play in facilitating and supporting community recovery efforts against the challenges we currently face, even in the face of lasting financial impacts.

We are committed to meeting the challenge, as demonstrated by Council's move in January 2020 to allocate over \$3.6million in unbudgeted funding to providing resourcing for the bushfire response and investment in recovery infrastructure such as the Batlow Cannery clean up and cabins for the Batlow Caravan Park.

The impact to the bottom line is reflected in the new budget, and 2020-2021 will see a continued focus by Council on pursuing additional financial assistance from State and Federal Government to ease the burden on local communities to fund their own recovery.

Finally, I acknowledge the effort and commitment of my fellow Councillors that will, as a result of changes to election timing due to COVID-19, now continue their term through to September 2021. I know we are all looking forward to representing the needs of the whole community and working in partnership with Council's executive team to rebuild, recover and thrive.

Councillor James Hayes OAM
Mayor



Chief Executive Officer's Message

Council's approach to developing the 2020-2021 Operational Plan has been heavily shaped by our continued commitment to supporting bushfire recovery efforts and managing the evolving impact of COVID-19.

This can be seen throughout the report in actions that relate to:

- pursuing government funding to rebuild and also stimulate growth,
- advocating for projects that will stimulate the economy and foster industry confidence,
- re-focusing our community and economic development activities to support the altered operating environments of local businesses and groups and
- re-targeting tourism actions to reflect the changed landscape.

Alongside our operating activities, the 2020-2021 Operational Plan details the finalisation of the Major Project program, delivering over \$35m in new and improved facilities since amalgamation in 2016.

The finalisation of this program of works will have a massive impact on the amenity of our communities and our ability as a region to attract visitors, industry and residents to the area.

In addition, the proposed \$18.5m capital works program includes over \$8.5m for improvements to roads and bridges, \$1.4m in water infrastructure improvements and \$3.3m for the development and roll out of the Food and Garden Organics (FOGO) waste collection service, a key objective of the Zero Waste Strategy.

A key challenge for Council staff in delivering this large portfolio of works is the need to be flexible and responsive as the impact of the unprecedented events of early 2020 and Boundary Commission Review findings become known.

Working in partnership with Councillors, Council's executive team and staff will continue to assess the need for changes to budget allocations and priorities for action.

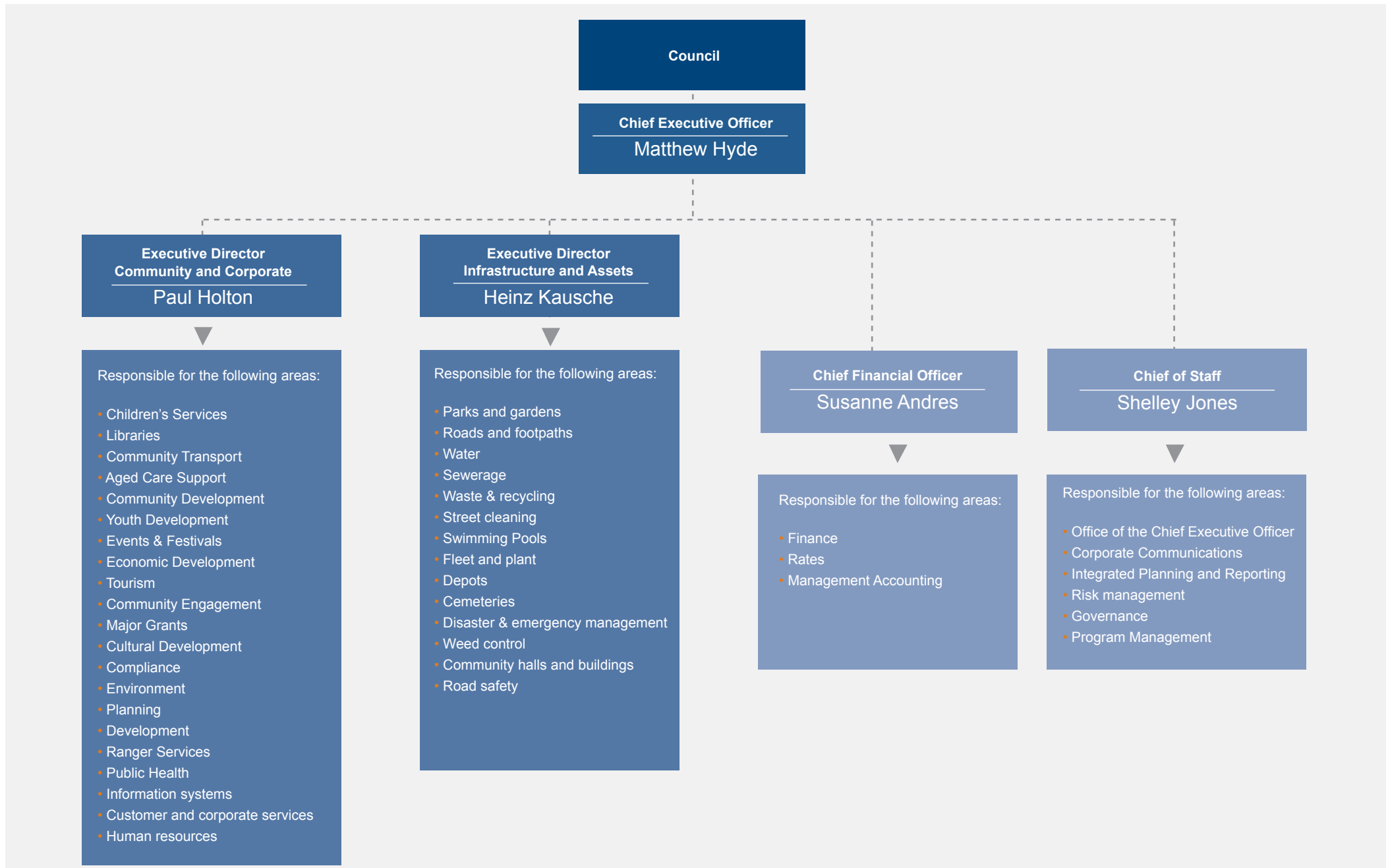
I have been encouraged by our improvements to date in areas such as project management, communications and customer service and the increasingly efficient delivery of improved facilities and services across the entire Snowy Valleys area.

I am proud of the organisation's continued focus on achieving long term sustainability as OneSVC, and would like to thank the staff for their work to support the community through the delivery of valuable services, programs and infrastructure, even in the face of unprecedented challenges.

Matthew Hyde
Chief Executive Officer



Council's leadership and structure



Our Community Strategic Plan Themes

Our Operational Plan actions are built around our Community Strategic Plan themes. These themes and supporting strategies are shown below ahead of a summary against each.

COMMUNITY STRATEGIC PLAN THEMES

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

Our Community Strategic Plan Themes (continued)

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



Operational Plan Action Items 2020 - 2021

Abbreviations

Directorate

OCEO = Office of the Chief Executive Officer
CC = Community and Corporate
INF = Infrastructure
CFO = Chief Financial Officer

Teams

Acc = Accounting
CandT = Customer and Technology
ChildServ = Children's Services
Comms = Communication and Engagement
CommServ = Community Services
ES = Enterprise Systems
GandD = Growth and Development
Gov = Governance
LibServ = Library Services
MSO = Multi Service Outlet
PA = Place Activation
PandC = People and Culture
PM = Program Manager
Ranger = Ranger Biosecurity
Rates = Rates/Water
TechServ = Technical Services

1. Towns and villages

WE CELEBRATE AND NURTURE THE UNIQUE CHARACTER OF OUR TOWNS AND VILLAGES

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
1.1	Create Welcoming towns and villages that are vibrant, accessible and foster a sense of community			
1.1.1	Deliver a program of skill building workshops for the community	CC	PA	Number of workshops delivered
1.1.2	Support community projects by coordinating the delivery of SVC Community Grants	CC	PA	Number of community grants awarded
1.1.3	Maintain visual amenity of towns and villages in accordance with approved levels of service	INF	Utilities, Open Space & Facilities	Services delivered
1.2	Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life			
1.2.1	Implement DIAP Actions	CC	CommServ	DIAP Actions implemented
1.2.2	Meet National Childcare Quality Standards across Children's Services outlets	CC	ChildServ	National Standards Met
1.2.3	Operate a Multi Service Outlet connecting aged and disadvantaged with affordable services that allows individuals to age in place	CC	MSO	Delivery of services
1.3.4	Provide residents and visitors with access to knowledge and technology through the provision of a contemporary library service	CC	LibServ	Provision of library services
1.3	Protect and preserve local history and heritage			
1.3.1	Undertake annual Local Heritage Grants Program to be finalised by April 2021	CC	GandD	Value of Heritage Grants provided
1.3.2	Work in partnership with the Aboriginal Community to promote, protect and preserve local history and heritage	CC	PA	Partnership activities completed
1.3.3	Manage listing of heritage items listed in LEP	CC	GandD	Actions undertaken to manage items
1.4	Expand, support and encourage arts and cultural events, activities and creative opportunities			
1.4.1	Use partnerships and memberships to encourage arts, cultural and heritage events, activities and creative opportunities	CC	PA	Opportunities delivered via partnership and memberships
1.4.2	Facilitate and deliver a program of Council led cultural development opportunities and activities	CC	PA	Delivery of cultural development opportunities and activities

1. Towns and villages

WE CELEBRATE AND NURTURE THE UNIQUE CHARACTER OF OUR TOWNS AND VILLAGES

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
1.5	Support and promote community and tourism events and festivals			
1.5.1	Facilitate and provide support to community events and programs	CC	PA	Number of community events and programs supported
1.5.2	Design and deliver a program of Council-led events	CC	PA	Program delivered
1.5.3	Maintain community halls and facilities in accordance with agreed service levels	INF		Delivery of hall and facility maintenance activities
1.5.4	Prepare an Events Activation Strategy	CC	PA	Strategy Completed
1.6	Support and partner with other agencies to ensure community safety			
1.6.1	Advocate and facilitate community safety initiatives as per the Crime Prevention Plan	CC	PA	Advocacy and facilitation activities completed
1.6.2	Implement Council's Companion Animal Plan	CC	GandD	Plan actions implemented
1.6.3	Deliver swimming pool safety and fire safety inspections and advice	CC	GandD	Inspections and advice delivered
1.6.4	Conduct required food safety and health inspections	CC	GandD	Inspections completed
1.6.5	Meet Animal Welfare standards at Council's Animal Welfare facilities	CC	GandD	Standards met
1.6.6	Convene the Local Emergency Management Committee	INF	TechServ	Committee convened as required
1.7	Manage Council's resources in a manner which is equitable and ensures organisational sustainability			
1.7.1	Coordinate the review and harmonisation of Council's rating structure in accordance with the Local Government (Council Amalgamations) Proclamation 2016	CFO	Rates	Rating Structure adopted
1.7.2	Manage Council's investment portfolio to optimise investment returns within the constraints of the Local Government Act 1993, Office of Local Government Guidelines, and Council's adopted policies	CFO	Acc	
1.7.3	Monitor and accurately report on Council's financial position	CFO	Acc	Reports delivered monthly
1.7.4	Develop annual Operational Plan budget and review the Long-Term Financial Plan including scenario testing	CFO	Acc	Budget and LTFP delivered
1.7.5	Finalise financial statements by 31 October	CFO	Acc	Statements finalised by October 31
1.7.6	Consider recommendations from the Regional Workforce Strategy	CC	PandC	Recommendations considered
1.7.7	Implement the Entry Level Program for cadets, apprentices and trainees	CC	PandC	Entry Level Program implemented

1. Towns and villages

WE CELEBRATE AND NURTURE THE UNIQUE CHARACTER OF OUR TOWNS AND VILLAGES

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
1.8	Advocate for and support the provision of affordable housing in our towns and villages			
1.8.1	Commence Stage 3 of Snowview Estate	CC	PA	Stage 3 commenced
1.8.2	Continue to provide assisted living facilities at Rotary Place	CC	GandD	Facilities provided
1.8.3	Advocate for funding to assist activation planning within our communities for residential, commercial and industrial use	OCEO	CEO	Advocacy activities completed
1.9	Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use			
1.9.1	Implement targeted actions from the Local Strategic Planning Statement	CC	GandD	Actions completed
1.9.2	Develop new draft Local Environment Plan	CC	GandD	Local Environment Plan developed
1.9.3	80% of all Development Applications are assessed and determined within 60 days	CC	GandD	80% target met

2. Growth through innovation

WE HAVE ECONOMIC DEVELOPMENT ACTIVITIES WHICH PROVIDE COMMUNITY LONGEVITY, VIBRANCY AND A SUSTAINABLE FUTURE

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
2.1	Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy			
2.1.1	Maintain regular contact with major industry and agencies to identify, advocate and promote economic and local employment opportunities	CC	PA	Activities undertaken
2.1.2	Pursue identified funding opportunities to complete long term land use planning for our towns and villages	CC	GandD	Funding secured
2.1.3	Continue to partner with Destination NSW and Riverina Murray to grow the tourism industry in our region	CC	PA	Partnership activities completed
2.2	Encourage sustainable tourism initiatives which create employment and boost the local economy			
2.2.1	Review, redefine and pursue investment opportunities in response to the 2019/2020 critical events	CC	PA	Investment opportunities identified
2.2.2	Partner with National Parks to implement a joint action plan for visitor information centres in our region	CC	PA	Joint action plan implemented
2.2.3	Support the implementation and success of Snowy Valleys Tourism Brand and Marketing Strategy	CC	PA	Implementation of brand and marketing strategy actions
2.2.4	Review the Destination Management Plan in response to the 2019/2020 critical events	CC	PA	Destination Management Plan reviewed
2.2.5	Provide ongoing management of visitor facilities, services and products	CC	PA	Provision of visitor facilities, services and products
2.2.6	Actively pursue opportunities to promote the region	CC	PA	Promotion actions completed
2.3	Promote, support and attract local small business			
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.	CC	PA	Program defined and delivered
2.4	Lobby for better telecommunication services			
2.4.1	Support the SVC advocacy plan in advocating for better telecommunications coverage including potential connectivity improvements/blackspot reduction	CC	PA	Advocacy activities undertaken

2. Growth through innovation

WE HAVE ECONOMIC DEVELOPMENT ACTIVITIES WHICH PROVIDE COMMUNITY LONGEVITY, VIBRANCY AND A SUSTAINABLE FUTURE

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
2.5	Partner with local education institutions to facilitate opportunities for locals to access education, training and employment to strengthen the local economy			
2.5.1	Support the SVC advocacy plan priorities including development of a country university centre and a softwoods centre of excellence	CC	PA	Advocacy activities undertaken
2.5.2	Support local business leaders, regional agencies, business associations and education providers to analyse local skills gaps, knowledge and talent retention challenges	CC	PA	Provision of support
2.6	Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations			
2.6.1	Work with a local Business Innovators Group, to identify investment options and an agreed action plan to enhance skills and provide broader employment opportunities in the context of bushfire and COVID-19 recovery	CC	PA	Investment opportunities and action plan completed
2.6.2	Develop an Investment attraction strategy	CC	PA	Strategy developed

3. Our natural environment

WE CARE AND PROTECT OUR NATURAL ENVIRONMENT TO ENSURE FUTURE GENERATIONS CAN EXPERIENCE AND ENJOY ITS BEAUTY

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
3.1	Demonstrate leadership in environmental sustainability by reducing Council's carbon footprint and supporting the use of clean energy			
3.1.1	Finalise the development of an achievable climate change action plan, using updated risk assessments and forum feedback	CC	GandD	Action plan developed
3.1.2	Consider utilisation of renewable and clean energy options for the operation of new and existing Council assets and facilities	INF	Utilities & Waste business	Options identified
3.1.3	Consider participation in the Southern Lights Program to replace streetlights with LED options	INF	Utilities & Waste business	Program participation defined
3.2	Promote programs and initiatives which encourage more sustainable living			
3.2.1	Increase recycling opportunities across the LGA	INF	Utilities & Waste business	Recycling opportunities increased
3.2.2	Deliver Waste Education Program, including the promotion of the Zero Waste Strategy, to the community via schools and events	INF	Utilities & Waste business	Program delivered
3.2.3	Maintain active membership and participation in Regional Waste Forums	INF	Utilities & Waste business	Activities completed
3.3	We sustainably manage waste through a commitment to resource recovery and best practice management			
3.3.1	Implement prioritised actions of the Zero Waste Strategy including FOGO	INF	Utilities & Waste business	Actions completed
3.3.2	Finalise the development of an environmental risk profile for landfill sites	INF	Utilities & Waste business	Environmental risk profile completed

3. Our natural environment

WE CARE AND PROTECT OUR NATURAL ENVIRONMENT TO ENSURE FUTURE GENERATIONS CAN EXPERIENCE AND ENJOY ITS BEAUTY

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
3.3.3	Deliver kerbside waste and recycling service in accordance with the agreed levels of service	INF	Utilities & Waste business	Service delivered
3.4	Protect and manage the local environment including air quality, waterways, rivers and streams			
3.4.1	Maintain Council's Water supply and Sewer collection systems in accordance with industry standards and relevant environmental legislation	INF	Utilities & Waste business	Industry standards met
3.4.2	Continue Council's septic tank inspection program in accordance with agreed service levels	CC	GandD	Inspection program delivered
3.4.3	Commence development of an Integrated Water Cycle Management Strategy	INF	Utilities & Waste business	Development of Strategy commenced
3.4.4	Review and develop a Domestic Wastewater Management Plan	CC	GandD	Domestic Wastewater Management Plan developed
3.5	Partner and support other agencies to protect local fauna and biodiversity ecosystems			
3.5.1	Maintain connections with community organisations to rehome impounded animals	CC	Ranger	Number of impounded animals rehomed
3.5.2	Continued focus on Weed eradication within the LGA through implementation of Council's Weed Action Plan, participation in Regional Weeds Advisory Group and community education activities	CC	Ranger	Weed eradication activities delivered
3.5.3	Partner with Local Land Services to provide the Landcare Nursery service	INF	Utilities and Open Spaces	Service provided

4. Communications and engagement

WE HAVE ENGAGED COMMUNITIES THAT ACTIVELY PARTICIPATES IN LOCAL DECISION MAKING

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
4.1	Partner with local communities to create an ongoing culture of engagement to aid Council decision making			
4.1.1	Continue strategic engagement activities that ensure opportunities for dialogue between elected Councillors and the community	OCEO	Comms	Engagement activities delivered
4.1.2	Deliver effective engagement activities for Council's strategic and operational priorities, ensuring feedback is effectively shared internally and communicated externally	OCEO	Comms	Engagement activities delivered
4.1.3	Deliver Council meetings to facilitate increased community accessibility and engagement	OCEO		Council meetings delivered
4.2	Deliver a communication strategy which ensures the community receives information in a timely and convenient manner			
4.2.1	Deliver proactive, deliberate and sustained communication to the community about Council's services, projects and events across digital communication channels	OCEO	Comms	Communication actions delivered on digital channels
4.2.2	Clearly communicate information about Council's services, projects and events using traditional communication channels	OCEO	Comms	Communication actions delivered on traditional channels
4.3	Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency			
4.3.1	Provide Council staff with information and tools to increase two-way organisational communication through the implementation of the Internal Communications Framework	OCEO	Comms	Implementation of Internal Communication Framework actions
4.3.2	Continue to streamline council processes to improve integration and build user confidence	OCEO	ES	Integration activity undertaken
4.3.3	Investigate and secure opportunities for grant applications for projects	OCEO	PM	Number of grants applied for and secured
4.3.4	Continue to progress priority infrastructure projects through the project development pipeline process as funding becomes available	OCEO	PM	Funding secured
4.3.5	Manage an organisational framework for tracking applications and the management and acquittal of successful grant applications	OCEO	PM	Grant Framework implemented
4.3.6	Convene quarterly meetings for the Safety, Risk and Quality committee	OCEO	Gov	Quarterly Meetings conducted
4.3.7	Provide support for Councils corporate systems and IT infrastructure to maintain business continuity	CC	CandT	Activities undertaken to maintain business continuity
4.3.8	Produce and publish Council's Annual Report in accordance with the Local Government Act 1993	OCEO	Comms	Annual Report published
4.3.9	Implement actions from Council's Sustainability Road Map	CFO	CFO	Actions implemented
4.3.10	Implement recommendations from IT Strategy including the IT Disaster Recovery Plan	CC	CandT	Recommendations implemented

4. Communications and engagement

WE HAVE ENGAGED COMMUNITIES THAT ACTIVELY PARTICIPATES IN LOCAL DECISION MAKING

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
4.4	Provide a high level of customer service to the community			
4.4.1	Provide quality customer service delivery and processes in line with the adopted Customer Service Framework, Service Deliverables and Customer Service Policy	CC	CandT	Delivery of customer service
4.4.2	Continuous improvement of the Customer Request Management system	CC	CandT	Actions undertaken to improve Customer Request Management system
4.4.3	Conduct the Community Satisfaction Survey	OCEO	Comms	Survey completed
4.4.4	Implement 2020-2021 actions from Customer Experience Strategy	CC	CandT	Actions implemented
4.5	Council demonstrates strong leadership through a governance framework which drives progress towards achieving the community vision			
4.5.1	Maintain a Councillor Professional Development Program	OCEO	CEO	Program implemented
4.5.2	Convene meetings for the audit risk and improvement committee quarterly	OCEO	Gov	Quarterly Meetings conducted
4.5.3	Deliver Risk & Governance Training Programs across Council	OCEO	Gov	Training program delivery
4.5.4	Implement the SVC Project Management Framework	OCEO	PM	Framework implemented
4.5.5	Undertake 2 internal audits annually	OCEO	Gov	2 audits completed
4.5.6	Implement an Enterprise Risk Management Framework	OCEO	Gov	Framework implemented
4.5.7	Review business continuity plan	OCEO	Gov	Plan reviewed
4.5.8	Develop an Emergency Preparedness, Response and Recovery Plan for SVC as an organisation	OCEO	Gov	Plan developed
4.5.9	Prepare and coordinate requirements for 2021 council elections	OCEO	Gov	Requirements completed
4.5.10	Prepare for development of 2021 - 2025 Community Strategic Plan and Delivery Program	OCEO	Comms	Activities undertaken
4.5.11	Review and improve Procurement and Contract management processes and systems	CFO	CFO	Improvements implemented
4.5.12	Prepare End of Term Report	OCEO	Comms	Activities undertaken

4. Communications and engagement				
WE HAVE ENGAGED COMMUNITIES THAT ACTIVELY PARTICIPATES IN LOCAL DECISION MAKING				
ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
4.6	Council builds strong relationships with other organisations to advocate for our communities			
4.6.1	Provide governance and risk support to volunteers and section 355 committees	OCEO	Gov	Support provided
4.6.2	Undertake advocacy initiatives in accordance with the priorities as adopted in the Advocacy plan	OCEO	CEO	Advocacy activities undertaken
4.6.3	Maintain an active Joint Organisation membership and support initiatives that deliver benefits to the local community	OCEO	CEO	Actions delivered as member of Joint Organisation
4.6.4	Convene Local critical incidents Recovery Committee	OCEO	CEO	Committee convened as required
4.6.5	Continue to advocate to government on priority critical incidents recovery actions	OCEO	CEO	Advocacy activities undertaken

5. Our infrastructure

WE STRIVE TO CONTINUALLY IMPROVE OUR LOCAL INFRASTRUCTURE

ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
5.1	Provide a program to improve local roads			
5.1.1	Complete the 2020/2021 road maintenance program	INF	Works Delivery	Program completed
5.1.2	Deliver the 2020/2021 Capital Works Roads program	INF	Works Delivery	Program completed
5.1.3	Continue management of the road corridor post Bushfire and flood event Impact	INF	Works Delivery	Road corridor management activities undetaken
5.2	Provide well maintained safe, vibrant and accessible community spaces and facilities			
5.2.1	Deliver the 2020/2021 Capital Works facility, open space and amenities program	INF	Works Delivery	Program delivered
5.2.2	Maintain Open Space, Pools, Facilities and Street Trees in accordance with agreed levels of service	INF	Utilities Open Spaces & Facilities	Services delivered
5.2.3	Manage Swimming Pools in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines	INF	Utilities Open Spaces & Facilities	Activities undertaken
5.2.4	Develop plans of management for Crown Lands under Council's control	INF	TechServ	2 plans completed
5.3	Provide and partner with other agencies to deliver an effective, safe local transport network			
5.3.1	Deliver a Road Safety Program in partnership with neighbouring Council and Transport for NSW	INF	TechServ	Program delivered
5.3.2	Maintain aerodrome and airstrip in accordance with agreed service levels	INF	TechServ	Maintenance services delivered
5.3.3	Upgrade the Tumut aerodrome to improve functionality for emergency operations as funding becomes available	INF	TechServ	Funding secured

5. Our infrastructure				
WE STRIVE TO CONTINUALLY IMPROVE OUR LOCAL INFRASTRUCTURE				
ID	Operational Plan 2020-21 Action	Responsible Directorate	Responsible Team	Progress Measure
5.4	Provide a program to deliver and improve public amenities and infrastructure which meets acceptable community standard			
5.4.1	Deliver annual maintenance program for footpath, kerb and gutter works	INF	Works Delivery	Program delivered
5.4.2	Deliver annual maintenance program for stormwater	INF	Works Delivery	Program delivered
5.4.3	Deliver programmed maintenance to public pools	INF	Utilities Open Spaces & Facilities	Program delivered
5.4.4	Finalise Service Management Plans including asset management plans	INF	Tech Serv	Plans finalised
5.4.5	Review and develop plan of management for Council's cemeteries	INF	Utilities Open Spaces & Facilities	Plan of Management completed
5.5	Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails			
5.5.1	Advocate for funding to develop a cycling and pedestrian strategy	OCEO	CEO	Advocacy activities undertaken
5.5.2	Maintain the Tumbarumba to Rosewood Rail Trail in partnership with the community and in accordance with agreed service levels	INF	Utilities Open Spaces & Facilities	Maintenance activities undertaken
5.6	Provide high quality, safe and accessible open spaces and places for active and passive recreation			
5.6.1	Maintain Council's open spaces, sportsgrounds, parks and gardens in accordance with agreed service levels	INF	Utilities Open Spaces & Facilities	Services delivered
5.6.2	Deliver the Capital Sports Grants program	INF	Utilities Open Spaces & Facilities	Grants program delivered



Capital Works 2020 - 2021

Capital Works

TRANSPORT		
Sydney St Footbridge	Footbridge Renewal	60,000
Withers Bridge	Bridge Replacement	300,000
Tintalra Culvert Bridge	Bridge Replacement	250,000
Sealed Pavement Local	Renewals	350,000
Sealed Pavement Regional	Renewals	300,000
Sealed Surface Local	Renewals	950,000
Sealed Surface Regional	Renewals	300,000
Unsealed Pavement Local	Renewals	230,000
Unsealed Pavement Regional	Renewals	80,000
Rural Culverts	Renewals	100,000
Goobarragandra Slip	Remediation Works	500,000
Bombowlee Land Acquisiton	Land Acquisition relating to Bombowlee/Taradale	100,000
Bombowlee Ck/Taradale Complex	Road Works	5,000,000
Brungle Pedestrian Access	Pedestrian Access Works	218,000
Footpaths	Renewals	75,000
Kerb & Guttering	Renewals	50,000
		8,863,000
DRAINAGE		
Urban Stormwater Drainage	Renewals	100,000
		100,000
BUILDINGS		
Buildings	Renewals	250,000
Rural Transaction Centre/Visitor Information Centre	Swipe Card Access	50,000
Tumbarumba Office	Purchase and install of generator	20,000
		320,000
OPEN SPACE		
Open Space	Renewals	100,000
		100,000

IWD		
Plant & Equipment - Heavy Plant	Plant Replacement Program	2,125,000
Plant & Equipment - Light Fleet	Vehicle Replacement Program	320,000
Plant & Equipment - Small Plant	Plant Replacement Program	50,000
		2,495,000
WATER		
Water Mains	Renewals	420,000
Water Treatment Plants	Renewals	126,000
Water Pump Stations	Renewals	20,000
Reservoirs	Works (M&R)	65,000
Tumbarumba Water Treatment Plant Dam Wall	Renewals	800,000
Water Treatment Plant	Swipe Card Access	25,000
		1,456,000
SEWER		
Sewer Main	Renewals/Relining	465,000
Sewerage Treatment Plants	Renewals	215,000
Sewerage Pump Stations	Renewals	50,000
Sewerage Treatment Plants	Swipe Card Access	25,000
		755,000
WASTE		
Food Organics and Garden Organics Facility	Project Design and Build	3,382,950
		3,382,950
ECONOMIC DEVELOPMENT		
Snow View Estate	Stage 3 Civic Works	1,100,000
		1,100,000
TOTAL (BUSINESS AS USUAL) CAPITAL WORKS PROGRAM		18,571,950



Major projects 2020 - 2021



Major Projects

Adelong Creekscape	341,268
Adelong Main Street Façade Improvements	56,586
Adelong Showground Kitchen Upgrade	45,000
Adelong Tourism Projects/planning	14,912
Adelong Walking Track Signage	3,056
Batlow CBD Masterplan and Amenity	179,956
Batlow Library	154,790
Batlow Tourism Projects/planning	14,571
Carcoola - dining room	79,107
Hitorical Walking Tracks - Tumbarumba	19,035
Improving water temperature at Adelong Aquatic Centre	3,245
Jingellic pedestrian bridge over horse creek	29,852
Jingellic showground waterborne and irrigation	9,925
Khancoban Store (\$99k fitout)	71,675
Link with Mountain Biking	346,460
Regulate water temperature of Tumut Pool	32,206
Repair, upgrade and extend facilities at Adelsonia Theatre - Adelong	240,818
Repairs and Upgrade to Adelong Showground	22,762
Repositioning of Snowy Valleys Way - planning & implementation	31,048
Tooma amenity/appearance	17,158
Town WiFi Upgrades - Brungle, Tumut, Batlow, Talbingo	121
Town WiFi Upgrades - Khancoban, Tumbarumba	14,185
Tumba Swimming Pool - Upgraded Learn to Swim Water Play Pool	920,642
Tumbarumba Creekscape & Sporting Facilities	209,995
Tumbarumba Creekscape & Sporting Facilities - Pergolas	38,088
Tumut CBD Parking & Amenity	1,700,071
Tumut Pool - Stage 1	98,417
Tumut Pump Track & Cycling initiatives	118,784
Tumut Rugby League Change Rooms Twickenham Oval	37,157
Tumut Skate Park Redevelopment	169,207
TOTAL MAJOR PROJECTS	5,020,098



DRAFT OPERATIONAL PLAN 2020 - 2021

P: 1300 ASK SVC (1300 275 782)

Tumut Office
76 Capper Street
Tumut NSW 2720

Tumbarumba Office
Bridge Street
Tumbarumba NSW 2653

E: info@svc.nsw.gov.au www.svc.nsw.gov.au