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Code	Action	Responsible Directorate	Status		Comment
1.1.1	Deliver a program of skill building workshops for the community	Community & Corporate	Progressing		Place Activation continue to work with community groups and organisations to support and facilitate capacity building opportunities. Support has been given through sponsorship, partnership and promotion. Activities undertaken in Q3 - Assisted with Gather Events, Business Photography and Women's Week activities.
1.1.2	Support community projects by coordinating the delivery of SVC Community Grants	CEO Office	Progressing		Six (6) Projects were completed in Q3: Community Strengthening Grants - KUVVA - Tumut Schools as Communities Centre - Tumorrana Recreation Hall - Rotary Club of Tumut Capital Sports Grants - Tumut Swimming Club - Tumut Rifle Club All grants awarded to community groups are due for acquittal by 30 June 2021.
1.1.3	Maintain visual amenity of towns and villages in accordance with approved levels of service	Infrastructure	Progressing		Quarterly maintenance program completed. This includes the maintenance and cleaning of the main streetscapes, parks, facilities and open spaces.
1.2.1	Implement DIAP Actions	Community & Corporate	Progressing		DIAP actions are progressing, with more actions completed. Framework for 2021 - 2025 is being developed. DIARG met 22 April 2021 and have provided feedback to Council on accessibility issues. DIARG have not met for this year. First meeting is late March. Actions of the DIAP progressing. Many of the actions are ongoing and will not be closed off.
1.2.2	Meet and exceed National Childcare Quality Standards across Children's Services outlets	Community & Corporate	Progressing		Khancoban Preschool results have been received. The service were assessed at 'Meeting'. All SVC children's services are now currently compliant. Khancoban Preschool had assessment and rating occurred on 23 Feb 2021. Results will be known within the next 6weeks. Carcoola assessment & rating is likely to occur in May 2021. Progress on Quality Improvement Plans is being achieved across SVC Children's Services.
1.2.3	Operate a Multi Service Outlet connecting aged and disadvantaged with affordable services that allows individuals to age in place	Community & Corporate	Progressing		The MSO continues to provide services to aged and disadvantaged SVC Residents. There will be minimal fee increases in the next financial year. Clients of MSO services have been notified of intended increases.







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1.2.4	Provide residents and visitors with access to knowledge and technology through the provision of a contemporary library service	Community & Corporate	Progressing		The Batlow Library was officially opened on the 12 February 2021. The new building had been open to the public since September last year and was built following the allocation of a million-dollar State Government Grant. SVC is now consolidating the opening hours of the Tumbarumba Library and will operate all year with the previous summer opening hours. The change has been positively welcomed by both staff and customers and is a positive step forward for the Tumbarumba Library and community.
1.3.1	Undertake annual Local Heritage Grants Program to be finalised by April 2021	Community & Corporate	Progressing		Local Heritage Grant applications have not closed for the 2021-2022 round. Applications are current being assessed and will be granted in Q4.
1.3.2	Work in partnership with the Aboriginal Community to promote, protect and preserve local history and heritage	Community & Corporate	Progressing		Work continues on the Reconciliation Action Plan. Place Activation also facilitated the Khancoban Open Day which featured NPWS Aboriginal Discovery Ranger. Our new Event Activation Officer is working with the Discovery Ranger to discuss ongoing opportunities for collaboration.
1.3.3	Manage listing of heritage items listed in LEP	Community & Corporate	Progressing		Heritage listings will be reviewed as part of the process to develop a new SVC Local Environment Plan (LEP). This will be commenced in the 2021/2022 financial year.
1.4.1	Use partnerships and memberships to encourage arts, cultural and heritage events, activities and creative opportunities	Community & Corporate	Progressing		Place Activation continue to work closely with Eastern Riverina Arts in and sponsored the Arbour Festival in Q3. The team have also been discussing opportunities with Create NSW to incorporate innovative art experiences into events, such as Winter Bites. Place Activation have also provided letters of support to artists across the LGA for their grant applications.
1.5.1	Facilitate and provide support to community events and programs	Community & Corporate	Progressing		This is a core business as usual activity that is undertaken daily. Support is given to various events from acting as staff delegate to s355 committees to event site selection, artist engagement, special event application submission, risk assessments and COVID-19 safety planning.. Examples of events supported in Q3 include Gather, community markets, local Australia Day community celebrations and Snowy Valleys Cycle Challenge amongst others.








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1.5.2	Design and deliver a program of Council-led events	Community & Corporate	Progressing		Council led events were successfully delivered in Q3 which include Australia Day dinner and ceremony, Tumbatrek dinner and walk, Khancoban Family Fun Day, Women's Week activities.
1.5.3	Maintain community halls and facilities in accordance with agreed service levels	Infrastructure	Progressing		Community Halls and Facilities were maintained in line with allocated budgets in Q3. Service Management Plans are being reviewed in Q4 to ensure the service delivery is in line with the budget allocations.
1.5.4	Prepare an Events Activation Strategy	Community & Corporate	Progressing		A project brief has been developed and sent to consultants for quotes. Budget has been allocated and work will begin soon.
1.6.1	Advocate and facilitate community safety initiatives as per the Crime Prevention Plan	Community & Corporate	Progressing		Staff continue to advocate and assist when needed.
1.6.2	Implement Councils Companion Animal Plan	Community & Corporate	Completed		The Companion Animal Plan was superseded and replaced with the Companion Animal Management Policy which was adopted at the February 2021 Council meeting (Resolution #M20/21). Companion Animals Policy can not be finalised until the Companion Animal Procedure and Dog Off Leash Area has been adopted.
1.6.3	Deliver swimming pool safety and fire safety inspections and advice	Community & Corporate	Completed		5 Pool compliance inspections were undertaken at the request of property owners. There no requests received for fire safety inspections.
1.6.4	Conduct required food safety and health inspections	Community & Corporate	Progressing		The Environmental Health Officer (EHO) resigned in October 2020. Scheduled inspections will resume upon commencement of a Senior EHO in June 2021. Arrangements are in place to undertake unscheduled inspections should the need arise.
1.6.5	Meet Animal Welfare standards at Council's Animal Welfare facilities	Community & Corporate	Completed		Inspections and cleaning of (occupied) SVC Animal Welfare Facilities are carried out daily in accordance with Animal Welfare standards.







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1.6.6	Convene the Local Emergency Management Committee	Infrastructure	Progressing		Local Emergency Management Committee and Local Recovery Committee was held in Q3 facilitated by Zoom. Impacts of Natural Disasters are being communicated to the Committees where relevant to ensure that agencies can facilitate action if required.
1.7.1	Coordinate the review and harmonisation of Council's rating structure in accordance with the Local Government (Council Amalgamations) Proclamation 2016	CEO Office	Completed		Final Council report submitted to Council meeting on 18 March Revenue Policy on public exhibition after special Council meeting 23 March Rates Harmonisation process complete and awaiting implementation from 1 July Making the rates Council report to June 2021
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	Finance	Progressing		Monthly report to Council Council resolutions M10/21 (December report), M11/21 (January report), M34/21 (February report)
1.7.3	Monitor and accurately report on Council's financial position	Finance	Progressing		Monthly Council reports presented to Council completed to the end of February Council resolutions M12/21 (December report), M35/21 (January report), M13/21 (Quarterly budget review)
1.7.4	Develop annual Operational Plan budget and review the Long-Term Financial Plan including scenario testing	Finance	Progressing		Operational Plan and Budget presented to Council and is in the public exhibition phase Council resolution M58/21
1.7.5	Finalise financial statements by 31 October	Finance	Completed		Financial Statements adopted November 2020 Council meeting Council resolution M264/20 Financial statements signed off by Councillors and Management 19 November 2020 (noting 1 month Covid Extension by the NSW Audit Office)
1.7.6	Implement Council's Workforce Strategy to effectively plan for and manage Council's workforce to support Council's objectives to be met.	Community & Corporate	Progressing		Status of actions within the Workforce Strategy have been reviewed. 81% (17 actions) have been completed. The remaining 19% (6 actions) in progress.








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1.7.7	Implement the Entry Level Program for cadets, apprentices and trainees	Community & Corporate	Progressing		Phase 2 of the Entry Level Program has been delayed due to resourcing and re-focusing on the areas for placement. The remaining positions are aimed to be ready for advertising by the end of Q3. 100% of work experience requests have been received, assessed and placed. Note with COVID there have been minimal requests received from schools. The People & Culture team is in regular contact with the schools and the process has been reviewed.
1.8.1	Commence Stage 3 of Snow view Estate	Community & Corporate	Progressing		An application for Development approval has been submitted and is expected to be issued in Quarter 4. Procurement for Civil Works will be undertaken in Q4
1.8.2	Continue to provide assisted living facilities at Rotary Place	Community & Corporate	Progressing		Single bedroom unit is now occupied. All units in the Retirement Village are now occupied. Improvement actions from SVC Aged Care Review are now being implemented, with review and strengthening of contracts occurring.
1.8.3	Advocate for funding to assist activation planning within our communities for residential, commercial and industrial use	CEO Office	Progressing		CEO met with NSW Housing and discussed the draft NSW Housing Strategy being presented to NSW Cabinet. Housing has been placed on the agenda for discussion around actions to implement solutions to the current crisis across NSW - Regional Co-ordination Group, State Co-ordination Group, Canberra JO and Local Government Professionals General Managers Meeting.
1.9.1	Implement targeted actions from the Local Strategic Planning Statement	Community & Corporate	Progressing		The commencement of SVC's Rural Lands Strategy Study was undertaken in Q3 and is on schedule as per Councils Local Strategic Planning Statement (LSPS). The Rural Lands Strategy Study is on track for completed by June 2021.
1.9.2	Develop new draft Local Environment Plan	Community & Corporate	Not due to start		The Dept of Planning and Environment advised Council not to proceed with developing a new Local Environment Plan (LEP) until 2021/2022. A Rural Land Use Study is being undertaken that will be a key input into the new LEP. This is on track for completion by the end of Quarter 4.
1.9.3	80% of all Development Applications are assessed and determined within 60 days	Community & Corporate	Progressing		Council received 49 applications for DA's during Q3. Of these 48 were determined within the target timeframe of 40 days. Median days taken to determination is 15.







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2.1.1	Maintain regular contact with major industry and agencies to identify, advocate and promote economic and local employment opportunities	Community & Corporate	Progressing		Place Activation staff represent SVC on various industry bodies and regional, and Federal and State working groups including Regional Development Australia economic development forum, CRJO Economic Development Working Groups and the Softwoods Working Group. Staff attended a Forest Industries tour with local MPs, forestry staff and Softwoods Working Group. In Q3 work continues on advocating for the region. Staff also work closely with Regional NSW on projects and programs.
2.1.2	Pursue identified funding opportunities to complete long term land use planning for our towns and villages	Community & Corporate	Progressing		An application was submitted in March 2021 seeking funding to undertake a flood study for the Tumut River Flood Plain and Environs. If successful this will produce flood modelling to inform future development in the study area.
2.1.3	Continue to partner with Destination NSW and Riverina Murray to grow the tourism industry in our region	Community & Corporate	Progressing		Place Activation worked with DRM, DNSW and Visit Riverina to develop the Riverina campaign for Now's the Time to Love NSW, in which the Snowy Valleys featured heavily. Also organised multiple media famils with DNSW. Assisted local tourism operators with grant application for various funding streams. Attended industry event.
2.2.1	Review, redefine and pursue investment opportunities in response to the 2019/2020 critical events	Community & Corporate	Progressing		Place Activation have worked closely with Council's Program Manager on major grant applications to bushfire recovery funding streams and continue to scope and identify projects for upcoming funding streams. The team have successfully applied for State and Federal funding for projects identified in the Advocacy Plan and other strategic documents included the REDS addenda and Destination Management Plan.
2.2.2	Partner with National Parks to implement a joint action plan for visitor information centres in our region	Community & Corporate	Progressing		Councils relationship with NPWS is positive and collaborative. Communication is clear and frequent. Work continues on signage updates, new maps and brochures. A new MOU was drafted in Q3 for the ongoing management of the Tumut Visitor Information Centre.







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2.2.3	Support the implementation and success of Snowy Valleys Tourism Brand and Marketing Strategy	Community & Corporate	Progressing		In Q3 work undertaken includes the development of new printed marketing collateral for the region, including a new Adelong Heritage Walks guide and Visit Snowy Valleys notebooks. Worked with partners such as Australian Traveller magazine, Tom's Outdoors, Fishing Australia and Trail Towns TV show to promote the Snowy Valleys. Continued to assist businesses on using the branding correctly and ensuring they are using tools available to market their business online, including Australian Tourism Data Warehouse (ATDW).
2.2.4	Review the Destination Management Plan in response to the 2019/2020 critical events	Community & Corporate	Progressing		After assessing the Destination Management Plan, a focus has been on identifying actions to be pursued and eliminating those which are no longer feasible. Focus on outdoor recreation and new events has been undertaken in Q3, including the development of the Winter Bites Festival. Funding has been pursued for a Regional Tracks and Trails Masterplan and a Khancoban Long Lunch.
2.2.5	Provide ongoing management of visitor facilities, services and products	Community & Corporate	Progressing		Tumbarumba VIC - over 9000 customers in Q3, over \$6,600 in sales for produce and merchandise. Facilitate Glenroy Heritage Reserve bookings and Pioneer Women's Hut operations. Maintain ATDW listings, application for grants and operation of the Driver Reviver site during holiday periods, engaging with NSW AVIC community ensuring inclusion in opportunities, responding to all visitor enquiries by phone and e-mail and provide excellent customer service
2.2.6	Actively pursue opportunities to promote the region	Community & Corporate	Progressing		Continued work on identifying projects and applying for funding for new events to increase visitation. Trail Towns filmed a feature in the region and other media famils undertaken including Australian Traveller. New projects being undertaken include the Rail Trail Marathon (partnering with Hume and Hovell Ultra), application for Tumbarumba as NSW Top Tourism Small Town and ongoing work on Hume and Hovell Marketing Strategy and signage and branding guidelines.
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.	Community & Corporate	Progressing		The business photography project was completed in Q3 with representation from across the LGA. Council's Place Activation Team have worked with Service NSW on the Dine and Discover program.
2.4.1	Support the SVC advocacy plan in advocating for better telecommunications coverage including potential connectivity improvements/blackspot reduction	Community & Corporate	Progressing		Staff continue to work on information gathering to advocate to Telstra and other bodies for the need for better telecommunications across the region. Assisted other SVC teams with information evening held in Tumbarumba.









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2.5.1	Support the SVC advocacy plan priorities including development of a Country University Centre and a Softwoods Centre of Excellence	Community & Corporate	Progressing		This is an ongoing action and staff will progress this when funding opportunities become available. Place Activation Team continues to work with the South West Slopes Forestry Hub and Softwood Working Group.
2.5.2	Support local business leaders, regional agencies, business associations and education providers to analyse local skills gaps, knowledge and talent retention challenges	Community & Corporate	Progressing		This is ongoing. Place Activation Team have proactively worked with various groups to identify anticipated skills gaps. Staff continue to work with agencies to attract professionals to the region, including the RDA Riverina Country Change program and have had meetings with state and federal agencies about actual and perceived issues, Staff maintain communication channels with Chambers and local businesses.
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	Community & Corporate	Progressing		Staff continue to work on key issues with key stakeholders,. A project scope has been developed for the formation of the Business Innovators Group, including preferred model and terms of reference. A report will be submitted to Councils Executive Leadership Team in Q4.
2.6.2	Develop an Investment attraction strategy	Community & Corporate	Progressing		Place Activation Team worked with Axia to develop the Snowy Valleys Accommodation Investment Strategy. A draft will be will available in Q4.
3.1.1	Finalise the development of an achievable climate change action plan, using updated risk assessments and forum feedback	Community & Corporate	Completed		Work has been undertaken with Councils insurer Statewide Mutual to prepare a Climate Change Risk and Adaptation Planning Report. This report provides an overall risk assessment relative to climate changes scenario's affecting: temperature, hot days, rainfall and fire weather. The report also includes an Adaptation Initiatives Action Plan in response to these scenario's. The final report was received in quarter 2 and will inform future operational plans.
3.1.2	Consider utilisation of renewable and clean energy options for the operation of new and existing Council assets and facilities.	Infrastructure	Progressing		Eight (8) new LEDs lights where installed at Tumbarumba Netball Courts in Q3. LED rollout continues replacing older lighting where budget permits including at Sportsgrounds and Showgrounds across Snowy Valley Region. Solar is being included in renewals pending on funding.
3.1.3	Consider participation in the Southern Lights Program to replace streetlights with LED options	Infrastructure	Progressing		Review of Energy supply is being undertaken to coincide with renewal of the tender in 2022. This will enable for the full impact of use of clean energy to be understood and communicated relative to budgets.









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3.2.1	Increase recycling opportunities across the LGA	Infrastructure	Progressing		Ongoing - working with Valmar Industries to improve recycling services. Investigating options to improve recycling collections from the Khancoban Resource Recovery Centre. Recycling collections now provided to Tumut Highschool with 15 new services.
3.2.2	Deliver Waste Education Program, including the promotion of the Zero Waste Strategy, to the community via schools and events	Infrastructure	Progressing		Working with the communications team for the delivery of FOGO education campaign with FOGO Fridays started in Q3. Communications plan has been approved by EPA.
3.2.3	Maintain active membership and participation in Regional Waste Forums	Infrastructure	Progressing		Actively involved with Canberra Region Joint Organisation (CRJO) Waste Group and Albury Wodonga Circular Economy. Regular CRJO meetings are attended every two months plus any additional meetings. Council attended one meetings in quarter three with an additional meeting held at Valmar office for introduction of Food Donations programme.
3.3.1	Implement prioritized actions of the Zero Waste Strategy including FOGO	Infrastructure	Progressing		Awaiting approval of the FOGO Development Application. Most large equipment has been ordered with the loader delivered. Roadside bin Request For Quote (RFQ) is in the market. Bins to be delivered in June and collections planned for July 2021. Waste voucher system is now being trailed. The SVC Waste App is available to download on Apple Store and Google Play. App has been downloaded over 1500 times with over 240 vouchers redeemed in under three months. Signage at Resource Recovery Centres has been completed.
3.3.2	Finalize the development of an environmental risk profile for landfill sites	Infrastructure	Completed		The development of an environmental risk profile for known landfill sites in the Snowy Valleys LGA has been completed. This document will help council officers plan for the remediation of these sites into the future. The document is stored in Councils document management system - Doc ID 3100619.
3.3.3	Deliver kerbside waste and recycling service in accordance with the agreed levels of service	Infrastructure	Progressing		Ongoing - Service delivered in accordance with the agreed service levels for the second quarter. Kerbside waste and recycling collections have been completed to expectations with 100% of bins collected. The total number of bins collected in Q3 was 58728 general waste bins and 26952 recycling bins. The volume processed in Q3 totalled 798 tonnes of waste to landfill and 5027 m3 of recyclable material.









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3.4.1	Maintain Council's water supply and sewer collection systems in accordance with industry standards and relevant environmental legislation	Infrastructure	Progressing		Water supply and wastewater operations are satisfactory. Drinking water treatment meets compliance requirements and wastewater discharge meets environmental standards. Batlow fluoride dosing has been low on occasion but this does not have any health impact. High inflows caused by rain events have required increased operator attention at the Tumut wastewater plant. Batlow wastewater treatment has recorded high nitrogen however daily monitoring remains normal. Further investigation underway.
3.4.2	Continue Council's septic tank inspection program in accordance with agreed service levels	Community & Corporate	Not Due to Start		Recruitment commenced in Q3 seeking to appoint a dedicated Environmental Health Officer to undertake septic tank inspections. A suitably qualified and experienced candidate has not been identified to date. Recruitment will continue in Q4.
3.4.3	Commence development of an Integrated Water Cycle Management Strategy	Community & Corporate	Progressing		Council Officers are awaiting feedback from NSW Department of Planning, Industry and Environment regarding the former Tumbarumba area draft Integrated Water Cycle Management Plan (IWCM). Update requested from NSW DPIE. Following completion of the Tumbarumba IWCM the SVC IWCM for the whole Local Government Area will be prepared.
3.4.4	Review and develop a Domestic Wastewater Management Plan	Community & Corporate	Not due to start		This project will be postponed to 2021/2022. An appointment Senior EHO will commence June 2021
3.5.1	Maintain connections with community organisations to rehome impounded animals	Community & Corporate	Progressing		Several Rehoming organisations and facilitators have cut ties with SVC. This has not affected our rehoming programs.
3.5.2	Continued focus on weed eradication within the LGA, in particular blackberry, through implementation of Council's Weed Action Plan, participation in Regional Weeds Advisory Group and community education activities	Community & Corporate	Progressing		Weed inspections significantly down (Injury in Tumut/Inactivity in Tumbi). WAP program progressing with multiple projects and new infestations ID and Controlled - ongoing. Amsonia - Murray LLS Branched Broomrape - Murray and Riverina LLS Horsetails - Murray LLS Blue Heliotrope - Riverina LLS Coolatai Grass Riverina LLS Serrated Tussock Riverina LLS Chilean Needle Grass - Riverina LLS Nogoa Burr - Riverina LLS
3.5.3	Partner with Local Land Services to provide the Landcare Nursery service	Infrastructure	Progressing		Council has a lease with Local Land Services to provide the Landcare Nursery Service. Council is planning to nominate a Native Title person to continue this service in Q4.










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4.1.1	Continue strategic engagement activities that ensure opportunities for dialogue between elected Councillors and the community	CEO Office	Progressing		Community consultations - Talbingo MTB Masterplan (Jan), Winter Bites Info Sessions (Feb), Batlow Cannery (Feb), C&C Accommodation Strategy (Mar), Road Safety Programs (Jan/Feb), Tumbarumba Comm Meeting (Mar) with RFS, Telstra. Invitation to register EOI for "Councillor Facebook" page. Invitation to attend events Aust Day, Tumbafest, Tumbatrek, Governor's Visit, NSW Women's Week Events, Food Donation Network, Batlow Show, Jingellic Gather, Khancoban Open Day, Strzelecki Plaque unveiling.
4.1.2	Deliver effective engagement activities for Council's strategic and operational priorities, ensuring feedback is effectively shared internally and communicated externally	CEO Office	Progressing		9 projects/documents were placed on public exhibition on the Your Voice platform during Q3 (+3 from Q2), resulting in 3,800 visits (+3,186 from Q2) and 2,290 document downloads (+1,985 from Q2). 91 submissions were received in response to the exhibition period (+61 from Q2) The majority of submissions were generated from the Draft Talbingo and Yarrangobilly MTB masterplan (65 contributors)
4.1.3	Deliver Council meetings to facilitate increased community accessibility and engagement	CEO Office	Progressing		Monthly Council Ordinary Meetings are being held as scheduled. The meetings are streamed on line and Public Forum is available to members of the Public that want to speak to any agenda items.
4.2.1	Deliver proactive, deliberate and sustained communication to the community about Council's services, projects and events across digital communication channels	CEO Office	Progressing		Council created 139 Facebook Posts during Q3 (down by 57 from Q2). Audience (followers) increased from 5,378 (Q2) to 5,469 (+91). 181,265 people were delivered Council content during Q3, a reduction of 127,093 from Q2. Q3 active engagement with Council content was 15,332, a reduction of 12,950 from Q2. Website user numbers increased by 22% over Q3 to 17,110 (Q2 14,000).
4.2.2	Clearly communicate information about Council's services, projects and events using traditional communication channels	CEO Office	Progressing		During Q3 Council received and responded to 43 media enquiries (decrease of 5 from Q2), issued 38 Media Releases (increase of 7 from Q1) and posted 139 Facebook posts. Weekly Radio Interviews about Council updates and services were completed on Sounds of The Mountains.
4.3.1	Provide Council staff with information and tools to increase two-way organisational communication through the implementation of the Internal Communications Framework	CEO Office	Progressing		Weekly CEO emails are disseminated to all staff to assist in the increase of strategic messaging and information shared across the organisation, supplemented by recorded video messages.











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4.3.2	Continue to streamline council processes to improve integration and build user confidence	CEO Office	Progressing		Improvements continue & new projects evolve as users become more aware of our system capabilities. Activities that have achieved significant improvement in process outputs this quarter are: Trade Waste Application Events; Cloud Spatial SSA Integration; Dashboard analytics and reporting enabled for Financial Performance & Accounts Payable; KP Works System integration with Financials for Commitment reporting; FM Works system integration with Financials to correct Financial posting of timesheets.
4.3.3	Investigate and secure opportunities for grant applications for projects	CEO Office	Progressing		Grant applications continue to be applied for as per the Community Strategic Plan, Delivery Program and Councils Advocacy Plan. Between Dec 2020 and Mar 2021 - 32 new applications for funding were submitted. There are 64 projects listed in the PMG projects
4.3.4	Continue to progress priority infrastructure projects through the project development pipeline process as funding becomes available	CEO Office	Progressing		Overview of projects has been developed with 60 projects currently in the funded projects list and another 34 in the funding applied for list. 16 applications have been unsuccessful. Funded projects will be overseen by the project management framework.
4.3.5	Manage an organisational framework for tracking applications and the management and acquittal of successful grant applications	CEO Office	Progressing		Grant Management Framework developed in draft form and first PMG meeting held in Q3. Project Managers meeting scheduled for Q4. Grant programs, grant applications and known status of applications are being tracked and monitored by Program Manager. There are currently 60 projects that have received funding that will be overseen by the project management group.
4.3.6	Convene quarterly meetings for the Safety, Risk and Quality committee	CEO Office	Progressing		Third meeting held on 24 March 2021
4.3.7	Provide support for Councils corporate systems and IT infrastructure to maintain business continuity	Community & Corporate	Progressing		Stage 1 of the Microsoft 365 changeover is now complete and planning is underway for Stage 2 - Work continues on fine tuning the new phone system and expanding access to the system following data reporting. Draft dashboard reporting is now being prepared for key areas to show the change in systems following the implementation of new systems. The Client Business Environment Project is now complete with all new hardware deployed and old equipment removed from the system and decommissioned.

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4.3.8	Produce and publish Council's Annual Report in accordance with the Local Government Act 1993	CEO Office	Completed		Snowy Valleys Council Annual Report was adopted by Council 19 November 2020 and published on Council's website in accordance with Local Government Act 1993.
4.3.9	Implement actions from Council's Sustainability Road Map	CEO Office	Progressing		Implementation of actions ongoing LTFP reviewed, updated and presented to Council Currently on public exhibition as part of IP&R documents Council resolution 58/21
4.3.10	Implement recommendations from IT Strategy including the IT Disaster Recovery Plan	Community & Corporate	Progressing		The SVC IT Strategic Plan 2020 - 2023 has official been approved and is now being implemented. SVC is working with our Managed Service Provider to close outstanding network upgrades so that work can be finalised on the Disaster Recovery Plan.
4.4.1	Provide quality customer service delivery and processes in line with the adopted Customer Service Framework, Service Deliverables and Customer Service Policy	Community & Corporate	Progressing		Council's call centre is now full operational within Customer Service. The staff continue to review processes ensuring that they are up to date and reflect changes required resulting from Covid-19 regulations.
4.4.2	Continuous improvement of the Customer Request Management system	Community & Corporate	Progressing		Approval received on the CRM Systems Project for commencement in Q4. The project will run for 12 months and is aimed at improving usability of the system and staff training.
4.4.3	Conduct the Community Satisfaction Survey	CEO Office	Progressing		Council has engaged Jetty/IRIS Research to conduct Snowy Valleys Council Community Satisfaction Survey. Survey will go to field on 19 April 2021. A report of the survey outcome will be presented at the June Council Meeting.
4.4.4	Implement 2020-2021 actions from Customer Experience Strategy	Community & Corporate	Progressing		Finalisation of Customer Service Strategy 2018-2020 now being undertaken. 90% of actions completed. Outstanding actions will form part of the newly developed Customer Service Strategy which is currently in development. Outstanding actions have not been completed due to system limitations at the time.
4.5.1	Maintain a Councillor Professional Development Program	CEO Office	Progressing		Cr Ham commenced Advanced Leadership Program in Q3. Mayor attended Country Mayor's Association (March). Cr Pritchard is registered for Murray Darling Association Annual Conference (May). Cr Cross to be registered for annual Waste Conference (May). Report to council prepared for April meeting for attendance at the National General Assembly.

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4.5.2	Convene meetings for the audit risk and improvement committee quarterly	CEO Office	Progressing		Third meeting was held in February 2021 in accordance with annual schedule
4.5.3	Deliver Risk & Governance Training Programs across Council	CEO Office	Progressing		Public Interest Disclosure training delivered across organisation during March 2021. First Governance and Risk Refresher training delivered in Q3. Rolling Risk Workshops being delivered across business units.
4.5.4	Implement the SVC Project Management Framework	CEO Office	Progressing		Supporting templates and tools under review by project management group and project managers. Project categorisation assessment tool, project escalation matrix, Project Strategic Assessment template and Project Feasibility Assessment templates complete. Program Management Group Terms of Reference approved and membership confirmed. Onboarding of Program Management Group to occurred late Q3.
4.5.5	Undertake 2 internal audits annually	CEO Office	Progressing		The final report for the Property Management internal audit was presented to Audit Risk and Improvement Committee 10 February 2021. The second internal audit Previous Audit Recommendations and Actions was presented to the Safety Risk and Quality meeting on 24 March 2021 for presentation to Audit Risk and Improvement Committee in Q4.
4.5.6	Implement an Enterprise Risk Management Framework	CEO Office	Progressing		The program of rolling risk workshops includes People and Culture as well as Customer and Technology due in Q4. These risk workshops provide training in Councils Enterprise Risk Management Framework as well as assisting in the identification for the business unit in regards to operational risks inclusive of fraud risk register and legislative compliance.
4.5.7	Review business continuity plan	CEO Office	Progressing		Council will be reviewing the business continuity plan during scenario testing which is planned for Q4. The scenario testing will be conducted through Statewide Mutual, Councils insurance provider and will be testing Councils business continuity plan and associated sub plans.
4.5.8	Develop an Emergency Preparedness, Response and Recovery Plan for SVC as an organisation	CEO Office	Progressing		Local Emergency Management Committee meets regularly and completes an annual review of the Local Emergency Management Plan. A subgroup has been established to complete the first draft and it is expected to be resolved by LEMC in Q4.
4.5.9	Prepare and coordinate requirements for 2021 council elections	CEO Office	Progressing		Work has commenced and a project plan developed. Pre-election candidate sessions are being coordinated for Q4 with Local Government NSW and the Australian Local Government Women's Association. Initial communication material has been received from the NSW Electoral Commission for distribution via Council's communications channels. CEO has commenced one on one meetings with known candidates.

Code	Action	Responsible Directorate	Status		Comment
4.5.10	Prepare for development of 2021 - 2025 Community Strategic Plan and Delivery Program	CEO Office	Progressing		Snowy Valleys Council are members of the Canberra Region Joint Organisation IP&R Group, finalised the project scope for the development of a Regional Community Strategic Plan that includes local and regional community engagement. Canberra Region Joint Organisation have engaged an experience project team 'Projectura' to undertake the completion of the Community Strategic Plan. The Community Strategic Plan will then inform the development of the Delivery Program during 2021-22.
4.5.11	Review and improve Procurement and Contract management processes and systems	CEO Office	Progressing		Procurement framework review underway and internal feedback currently being sought, policy updates taking place, organisation-wide procurement training scheduled for May 2021, a number of documents yet to be established, project to be finalised Q2 2021/22
4.5.12	Prepare End of Term Report	CEO Office	Progressing		Compilation of End of Term Report will commence in Q3. A collection of research data such as statistics and activities since 2016 have commence to be collected and observed.
4.6.1	Provide governance and risk support to volunteers and section 355 committees	CEO Office	Progressing		A resolution was made by Council at the February meeting to adopt the Council Committees Policy and the Operations Manual. Council representatives who are responsible for managing Council volunteers received training on the adopted Volunteer framework and records management system in February 2021. Governance offering support to staff delegates and their committees during transitioning of committees to becoming independent from Council.
4.6.2	Undertake advocacy initiatives in accordance with the priorities as adopted in the Advocacy plan	CEO Office	Progressing		Funding has been secured for 7 of the 14 top advocacy priorities with a total value of \$19,337,726 and funding applications valued at \$42 mare pending for the remaining 7. Council continues to advocate for the full list of items to project number 55.
4.6.3	Maintain an active Joint Organization membership and support initiatives that deliver benefits to the local community	CEO Office	Progressing		Attended General Managers Advisory Group Meeting and General Managers Planning Day. Participated in joint letters to Ministers and sent letter on behalf of member Councils RE Community Recovery Officer Position extension.
4.6.4	Convene Local critical incidents Recovery Committee	CEO Office	Progressing		Bushfire Recovery Committees have now closed following completion of their purpose in line with the Terms of Reference. Council continues to carry out recovery and resilience activities as part of business as usual and this will continue for some time.
4.6.5	Continue to advocate to government on priority critical incidents recovery actions	CEO Office	Progressing		The Council actions from the recovery committee have been completed and the Council has moved all recovery actions into business as usual. Councillors and Executive continue to advocate for long term needs of the Snowy Valleys Community given the current and future impacts of bushfire and floods.

Code	Action	Responsible Directorate	Status		Comment
5.1.1	Complete the 2020/2021 road maintenance program	Infrastructure	Progressing		Delivery of maintenance of roads is progressing. Adverse weather conditions impacting treatment frequencies.
5.1.2	Deliver the 2020/2021 Capital Works Roads program	Infrastructure	Progressing		A large effort in delivery is progressing through the second half of the year. A combination of contractors and SVC staff has improved output. Directing workforce away from disaster initiated work to the Capital program has been a contributor
5.1.3	Continue management of the road corridor post Bushfire and flood event Impact	Infrastructure	Progressing		Initial Response Works (IRW) has progressed, with addition of contractors into the delivery of these works. An extension and now the requirement to continue works beyond the IRW period has been negotiated with assessing body (TfNSW)
5.2.1	Deliver the 2020/2021 Capital Works facility, open space and amenities program	Infrastructure	Progressing		A large effort in delivery is progressing through the second half of the year. A combination of contractors and SVC staff has improved output. Directing workforce away from disaster initiated work to the Capital program has been a contributor
5.2.2	Maintain Open Space, Pools, Facilities and Street Trees in accordance with agreed levels of service	Infrastructure	Progressing		Quarterly maintenance program completed.
5.2.3	Manage Swimming Pools in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines	Infrastructure	Completed		Swimming Pools operated in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines. Pool season closed as at 28th March 2021.
5.2.4	Develop plans of management for Crown Lands under Council's control	Infrastructure	Progressing		Plans of Management consultant has been engaged and delivery is scheduled for prior to end of Q4. Further impacts of Native Title still to be understood.
5.3.1	Deliver a Road Safety Program in partnership with neighbouring Councils and Transport for NSW	Infrastructure	Progressing		Local Traffic Committee Meetings have been facilitated and attended. Onsite meetings held in Batlow to discuss pedestrian issues and areas of concern of the Community with TfNSW. Plan B driver campaign has been completed. Coffee with a Cop has been undertaken in the LGA. School Bus Stops being constructed in the LGA to safer manage child/traffic interface.
5.3.2	Maintain aerodrome and airstrip in accordance with agreed service levels	Infrastructure	Progressing		Maintenance levels being reviewed and additional training planned to ensure that services at the aerodrome and airstrip can be delivered.

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5.3.3	Upgrade the Tumut aerodrome to improve functionality for emergency operations as funding becomes available	Infrastructure	Progressing		Taxiway construction underway with crews to deliver as per works program. Aerodrome upgrade project plan being developed to ensure delivery in line with funding deed.
5.4.1	Deliver annual maintenance program for footpath, kerb and gutter works	Infrastructure	Progressing		Works progressing to meet the needs of the network.
5.4.2	Deliver annual maintenance program for stormwater	Infrastructure	Progressing		Needs of the network are being delivered
5.4.3	Deliver programmed maintenance to public pools	Infrastructure	Progressing		Preseason programmed maintenance completed. Post season programmed maintenance to be undertaken upon closure of swimming season commencing in Q4.
5.4.4	Finalise Service Management Plans including asset management plans	Infrastructure	Progressing		Service Level budgets being reviewed for 21/22 in line with reviewed budgets. Identification for improvement in program delivery established due to changes in community need and infrastructure.
5.4.5	Review and develop plan of management for Council's cemeteries	Infrastructure	Progressing		Master planning for cemeteries continues, which includes formalizing the reservation areas. No progress was made in Q3.
5.5.1	Advocate for funding to develop a cycling and pedestrian strategy	CEO Office	Progressing		Funding application BCCRF Phase 2 Stream 1. Expecting to hear outcome in Q4.
5.5.2	Maintain the Tumbarumba to Rosewood Rail Trail in partnership with the community and in accordance with agreed service levels	Infrastructure	Progressing		Quarterly Maintenance Program completed. Continuing to work with adjacent landholders.
5.6.1	Maintain Council's open spaces, sportsgrounds, parks and gardens in accordance with agreed service levels	Infrastructure	Progressing		Quarterly Maintenance Program completed.
5.6.2	Deliver the Capital Sports Grants program	Infrastructure	Completed		A total of \$40,000 Capital Sports Grants, has been rewarded to Seven (7) Sporting Associations across the Snowy Valleys region.