



1: Towns and Villages

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

1.1: Create welcoming towns and villages that are vibrant, accessible and foster a sense of community

Action #	Operational Plan Action	Directorate	Status	Comments
1.1.1	Deliver a program of skill building workshops for the community	Community & Corporate	●	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. In Q4 activities have been undertaken for Senior's Week and the team have worked in collaboration with agencies on business development programs and webinars.
1.1.2	Support community projects by coordinating the delivery of SWVC Community Grants	Executive Chief of Staff	●	<p>11 Projects completed in Q4:</p> <p>Community Strengthening</p> <ul style="list-style-type: none"> - Tumut Regional Family Services - Tumbarumba Endurance Riders - Adelong Community Enterprises - Tumbarumba Historical Society - Tumut Golf Club - Rotary Club of Batlow <p>Capital Sports</p> <ul style="list-style-type: none"> - Adelong Swimming Club - Gundagai Adelong Junior Rugby League Club - Tumut Golf Club - Tumut Clay Target Club - Tumut Basketball Association <p>6 organisations have requested an extension due to COVID restrictions.</p>

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
1.1.3	Maintain visual amenity of towns and villages in accordance with approval levels of services	Infrastructure	●	Program completed. This includes the maintenance and cleaning of the main streetscapes, parks, facilities and open spaces.

1.2: Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life

Action #	Operational Plan Action	Directorate	Status	Comments
1.2.1	Implement DIAP Actions	Community & Corporate	●	All DIAP actions have been implemented amid COVID - 19 restrictions. The attached action plan shows progress of those actions. The DIAP is now at the end of its life cycle and work has been started on developing a DIAP for implementation in July 2022.
1.2.2	Meet and exceed National Childcare Quality Standards across Children's Services outlets	Community & Corporate	●	The implementation of systems for continuous improvement across SVC children's services and policy harmonization has contributed to the progress made and enabled consistent application for the benefit of children and families.
1.2.3	Operate a Multi Service Outlet connecting aged and disadvantaged with affordable services that allows individuals to age in place	Community & Corporate	●	MSO has continued to provide a high level of service to the aged and disabled especially in an everchanging environment due to COVID19. Service staff have adapted their practices to maintain client engagement and meet client needs.

● Completed

● Progressing

● Unable to Progress/Complete

1.3: Protect and preserve local history and heritage

Action #	Operational Plan Action	Directorate	Status	Comments
1.3.1	Undertake annual Local Heritage Grants Program to be finalised by April 2021	Community & Corporate	●	Four applications were received (totaling \$14,500). \$13,000 was awarded across the four projects. One located in Tumbarumba, one in Adelong and two in Tumut.
1.3.2	Work in partnership with the Aboriginal Community to promote, protect and preserve local history and heritage	Community & Corporate	●	Work continues on the Reconciliation Action Plan and working with the Aboriginal Liaison Committee.
1.3.3	Manage listing of heritage items listed in LEP	Community & Corporate	●	This is an ongoing action will continue in 2021/2022. Heritage listings will be reviewed as part of the process to develop a new SVC Local Environment Plan (LEP).

1.4: Expand, support and encourage arts and cultural events, activities and creative opportunities

Action #	Operational Plan Action	Directorate	Status	Comments
1.4.1	Use partnerships and memberships to encourage arts, cultural and heritage events, activities, and creative opportunities	Community & Corporate	●	Place Activation actively worked with organisations, in particular with, Eastern Riverina Arts. The Hello Snowy Valleys life writing and storytelling project was initiated.

● Completed

● Progressing

● Unable to Progress/Complete

1.5: Support and promote community and tourism events and festivals

Action #	Operational Plan Action	Directorate	Status	Comments
1.5.1	Facilitate and provide support to community events and programs	Community & Corporate	●	In Q4 Place Activation provided support to several events and have worked closely with s355 event organisers as they transition to Incorporated Associations.
1.5.2	Design and deliver a program of Council-led events	Community & Corporate	●	In Q4 work has progressed on creating an annual calendar of SVC events. The first Winter Bites event was held as well as events for Senior's Week.
1.5.3	Maintain community halls and facilities in accordance with agreed service levels	Infrastructure	●	Annual Community Halls and Facilities maintenance program completed. Service Management Plans have been reviewed to ensure the service delivery is in line with the allocated budget.
1.5.4	Prepare an Events Activation Strategy	Community & Corporate	●	Consultants were selected however upon further consultation it was decided to delay the development of a formal strategy until there has been an easing in COVID restrictions. Instead, staff have been working on improving the current event management frameworks and processes.

1.6: Support and partner with other agencies to ensure community safety

Action #	Operational Plan Action	Directorate	Status	Comments
1.6.1	Advocate and facilitate community safety initiatives as per the Crime Prevention Plan	Community & Corporate	●	An ongoing review of the Crime Prevention Plan has been conducted this quarter. Staff continue to advocate and assist when needed.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
1.6.2	Implement Councils Companion Animal Plan	Community & Corporate	●	The SVC Companion Animal Plan was adopted. Council has drafted a proposal for dog off leash areas in Adelong, Batlow and Tumbarumba, which went to public consultation and will be discussed at the July 2021 Council meeting.
1.6.3	Deliver swimming pool safety and fire safety inspections and advice	Community & Corporate	●	Inspections were undertaken and completed 100% when requested.
1.6.4	Conduct required food safety and health inspections	Community & Corporate	●	Scheduled inspections resumed in June with the appointment of a new Environmental Health Officer. 5% of inspections have been completed since commencement.
1.6.5	Meet Animal Welfare standards at Council's Animal Welfare facilities	Community & Corporate	●	Daily inspections and cleaning schedule is conducted at Council's Animal Welfare Facilities in accordance with Animal Welfare standards.
1.6.6	Convene the Local Emergency Management Committee	Infrastructure	●	The Local Emergency Management Committee and Local Recovery Committee meetings were completed. Some of the meetings were facilitated by Zoom due to COVID restrictions. Impacts of Natural Disasters and COVID were discussed with committees, this includes review of the bushfire response and pandemic plan.



Completed



Progressing



Unable to Progress/Complete

1.7: Manage Councils resources in a manner which is equitable and ensures organisational sustainability

Action #	Operational Plan Action	Directorate	Status	Comments
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	●	This action was finalised and completed in Q3
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	●	Cash investment rates continue to fall due to the uncertain economic environment and long-term outlook. The investment policy has been reviewed and changes have been made to allow increased flexibility in the investment portfolio allocation to respond to the difficulties faced in the current market. As investments fall due and cash becomes available the change to the policy allows for achieving possibly more competitive interest rates through wider diversification and a longer investment horizon
1.7.3	Monitor and accurately report on Council's financial position	Finance	●	Completed
1.7.4	Develop annual Operational Plan budget and review the Long-Term Financial Plan including scenario testing	Finance	●	Completed
1.7.5	Finalise financial statements by 31 October	Finance	●	This action was finalised and completed in Q2.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
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	●	The Workforce Plan actions is now 100% complete. 6 actions from Council's Workplace Strategy were completed in Q4 resulting in 23 out of 23 actions completed in 2020/2021.
1.7.7	Implement the Entry Level Program for cadets, apprentices and trainees	Community & Corporate	●	The Entry Level Program has experienced some delays in Q4 for various reasons. The reasons for delay: <ul style="list-style-type: none"> - Suitable supervision/mentoring available within the proposed work area. - Readiness of the proposed work area to take on an entry level worker. - Available traineeship opportunities - Internal resources to dedicate to the program. - The Implementation if the Entry Level Program was 100% completed.

1.8: Advocate for and support the provision of affordable housing in our towns and villages

Action #	Operational Plan Action	Directorate	Status	Comments
1.8.1	Commence Stage 3 of Snowview Estate	Community & Corporate	●	Stamped plans were received in May. Planning of Civil Works has commenced, and the development of Stage 3 will commence in 2021/2022.
1.8.2	Continue to provide assisted living facilities at Rotary Place	Community & Corporate	●	All units are at 100% occupancy. Improvement changes have been made and implemented to engagement with residences and responding to requests in last Q4.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
1.8.3	Advocate for funding to assist activation planning within our communities for residential, commercial, and industrial use	CEO Office	●	Rural Land Use Study nearing completion - this will feed into the review of the Local Environment Plan. Housing and Industrial land has been in constant discussion and action with the Canberra Joint Organisation and the Snowy 2.0 Regional Co-ordination Group.

1.9: Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use

Action #	Operational Plan Action	Directorate	Status	Comments
1.9.1	Implement targeted actions from the Local Strategic Planning Statement	Community & Corporate	●	This is an ongoing action. Focus is currently on Rural Land Use, which will continue in 2021/2022.
1.9.2	Develop new draft Local Environment Plan	Community & Corporate	●	Department of Planning and Environment advised not to proceed until Rural Land Use Study is complete.
1.9.3	80% of all Development Applications are assessed and determined within 60 days	Community & Corporate	●	88 Development Applications were received in Q4 with Council meeting the required target of determinations. The Growth & Development team has worked on the transition to the online NSW Planning Portal, which is now a compulsory requirement for applicants to lodge all Development Applications.

● Completed

● Progressing

● Unable to Progress/Complete

2: Growth through Innovation

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

2.1: Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy

Action #	Operational Plan Action	Directorate	Status	Comments
2.1.1	Maintain regular contact with major industry and agencies to identify, advocate and promote economic and local employment opportunities	Community & Corporate	●	Place Activation staff represent SVC on various industry bodies, Regional, Federal, and State working groups including Regional Development Australia economic development forum, CRJO Economic Development Working Groups and the Softwoods Working Group.
2.1.2	Pursue identified funding opportunities to complete long term land use planning for our towns and villages	Community & Corporate	●	Council is awaiting an outcome from a funding application 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	●	In Q4 SVC partnered with Destination Riverina Murray (DRM) on the Business Events Boost project and assisting local businesses to participate in the DRM mentoring program. Place Activation also attended the LGNSW Visitor Economy Conference with Destination NSW.

● Completed

● Progressing

● Unable to Progress/Complete

2.2: Encourage sustainable tourism initiatives which create employment and boost the local economy.

Action #	Operational Plan Action	Directorate	Status	Comments
2.2.1	Review, redefine and pursue investment opportunities in response to the 2019/2020 critical events	Community & Corporate	●	In Q4 funding has been awarded for the Regional Tracks and Trails Masterplan and the Khancoban Long Lunch. Community Engagement for the Regional Tracks and Trails Masterplan will commence early 2021/2022.
2.2.2	Partner with National Parks to implement a joint action plan for visitor information centers in our region	Community & Corporate	●	A new Memorandum of Understanding was signed in Q4. This three-year agreement is for the continuing operations of the Tumut Visitor Information Centre. The relationship between SVC and NPWS continues to be positive and collaborative.
2.2.3	Support the implementation and success of Snowy Valleys Tourism Brand and Marketing Strategy	Community & Corporate	●	Continued to assist businesses on using the branding correctly and ensuring they are using tools available to market their business online, including ATDW. Social media interaction is strong. Featured in Australian Traveler online edition. New maps were developed that are consistent with the branding
2.2.4	Review the Destination Management Plan in response to the 2019/2020 critical events	Community & Corporate	●	This has been an ongoing action as stakeholders and land managers continue to recover from the critical events. The review of the DMP has identified key actions that can be progressed and others that are no longer possible due to loss of natural assets and changing stakeholder priorities.
2.2.5	Provide ongoing management of visitor facilities, services, and products	Community & Corporate	●	In Q4 there were over 14,842 walks in visitors to the Tumbarumba Visitor Information Centre and the Centre maintains accreditation and sells a variety of local produce and merchandise. SVC continues to share the space with the Tumbarumba Museum.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
2.2.6	Actively pursue opportunities to promote the region	Community & Corporate	●	Continued work on identifying projects and applying for funding for new events to increase visitation. Snowy Valleys Council were awarded 'Most Captivating Video' at the NSW Tourism Awards. Application made to Destination NSW marketing grants.

2.3: Promote, support and attract local small businesses

Action #	Operational Plan Action	Directorate	Status	Comments
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	●	The Business Photography Projects galleries were released. Ongoing partnership with Business Connect and Service NSW and attendance at Tumut Chamber of Commerce events.

2.4: Lobby for better telecommunications services

Action #	Operational Plan Action	Directorate	Status	Comments
2.4.1	Support the SVC advocacy plan in advocating for better telecommunications coverage including potential connectivity improvements/blackspot reduction	Community & Corporate	●	Staff continue to work on information gathering to advocate to Telstra and other bodies for the need for better telecommunications across the region.

● Completed

● Progressing

● Unable to Progress/Complete

2.5: Partner with local education institutions to facilitate opportunities for locals to access education, training and employment to strengthen the local economy

Action #	Operational Plan Action	Directorate	Status	Comments
2.5.1	Support the SVC advocacy plan priorities including development of a Country University Centre and a Softwoods Centre of Excellence	Community & Corporate	●	This is an ongoing action and staff will progress this when funding opportunities become available. Place Activation continues to work with the Southwest 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	●	In Q4 Place Activation have had ongoing discussions with Future Generation and the Softwoods Industry about options for remobilisation of staff. The team also engage local providers as much as possible.

2.6: Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations

Action #	Operational Plan Action	Directorate	Status	Comments
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	●	Staff continue to work on key issues with key stakeholders. Given ongoing issues around COVID and impacts it was decided to progress the formal creation of the Group as an action in 21/22
2.6.2	Develop an Investment attraction strategy	Community & Corporate	●	Place Activation Worked with Axsia to develop the Snowy Valleys Accommodation Investment Strategy. The draft has been completed.

● Completed

● Progressing

● Unable to Progress/Complete

3: Our Natural Environment

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

3.1: Demonstrate leadership in environmental sustainability by reducing Councils carbon footprint and supporting the use of clean energy

Action #	Operational Plan Action	Directorate	Status	Comments
3.1.1	Finalise the development of an achievable climate change action plan, using updated risk assessments and forum feedback	Community & Corporate	●	Climate Change Risk Assessment and Adaptation Plan completed in association with Statewide Mutual.
3.1.2	Consider utilisation of renewable and clean energy options for the operation of new and existing Council assets and facilities.	Infrastructure	●	Renewable energy projects completed this financial year included replacing older lighting where budget allows across the Local Government Area. This included new LEDs lights installed at Tumberumba Netball Courts, additional solar blankets installed at the Tumberumba, Tumut, Adelong, and Khancoban pools and the changeover of street and pedestrian lights to LEDs,
3.1.3	Consider participation in the Southern Lights Program to replace streetlights with LED options	Infrastructure	●	Project to replace streetlights across the LGA with LEDs through the Southern Lights Program completed.

3.2: Promote programs and initiatives which encourage more sustainable living

Action #	Operational Plan Action	Directorate	Status	Comments
3.2.1	Increase recycling opportunities across the LGA	Infrastructure	●	Completed the implementation of improved recycling services at Councils transfer stations across the Local Government Area in partnership with Valmar industries.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
3.2.2	Deliver Waste Education Program, including the promotion of the Zero Waste Strategy, to the community via schools and events	Infrastructure	●	Completed delivery of an extensive education program for the delivery of the new FOGO collection service, this included extensive advertising across all media types supported by printed collateral and educational plays for school and preschool groups.
3.2.3	Maintain active membership and participation in Regional Waste Forums	Infrastructure	●	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 Officers also attended one meeting in quarter three with an additional meeting held at Valmar office for introduction of Food Donations Program.

3.3: We sustainability manage waste through a commitment to resource recovery and best practice waste management

Action #	Operational Plan Action	Directorate	Status	Comments
3.3.1	Implement prioritized actions of the Zero Waste Strategy including FOGO	Infrastructure	●	Implementation of the Towards Zero Waste Strategy priority initiatives, included the testing and implementation of the new Waste App, implementation of the new FOGO collection service and bin harmonisation project. The designs for a new organics processing facility were also completed and the approvals process for the facility is underway. Signage and improved recycling opportunities have been implemented at Councils Resource Recovery Centres across the LGA

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
3.3.2	Finalize the development of an environmental risk profile for landfill sites	Infrastructure	●	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 Council's electric management system.
3.3.3	Deliver kerbside waste and recycling service in accordance with the agreed levels of service	Infrastructure	●	Service delivered in accordance with the agreed service levels for the financial year.

3.4: Protect and manage the local environment including air quality, waterways, rivers and streams

Action #	Operational Plan Action	Directorate	Status	Comments
3.4.1	Maintain Council's water supply and sewer collection systems in accordance with industry standards and relevant environmental legislation	Infrastructure	●	Water supply and wastewater operations were delivered with drinking water treatment meeting compliance requirements and wastewater discharge meeting 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 plant recorded high nitrogen however daily monitoring remained normal.
3.4.2	Continue Council's septic tank inspection program in accordance with agreed service levels	Community & Corporate	●	Due to the delayed of recruiting a Qualified Environment Health Officer, Council was successful in appointing a candidate to commence with Council in June 2021.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
3.4.3	Commence development of an Integrated Water Cycle Management Strategy	Infrastructure	●	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	●	This project was postponed to 2021/2022. An appointment of Senior EHO commenced in June 2021.

3.5: Partner and support other agencies to protect local fauna and biodiversity ecosystems

Action #	Operational Plan Action	Directorate	Status	Comments
3.5.1	Maintain connections with community organisations to rehome impounded animals	Community & Corporate	●	Relationships with organisations are being re-established. Our Primary rescue group has finished their facilities and the capacity increase is good. This rescue Group takes most unclaimed dogs and cats from Council's pound. Council has partnered with the local Vet to desex animals at no charge. This has increased rehoming of animals greatly.
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	●	Blackberry were a focus in Q4. The control programs are currently being undertaken though not completed. Council's Weed Action Plan targets have been exceeded. Regular updates on Council's ranger services are updated with a monthly broadcast on the Local Radio Station.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
3.5.3	Partner with Local Land Services to provide the Landcare Nursery service	Infrastructure	●	Landcare received grant funding to commence works down at the nursery. Council will look at what was applied for in their application and work closely with Landcare to assist their needs.

4: Communication & Engagement

We have engaged communities that actively participates in local decision making

4.1: Partner with local communities to create an ongoing culture of engagement to aid Council decision making

Action #	Operational Plan Action	Directorate	Status	Comments
4.1.1	Continue strategic engagement activities that ensure opportunities for dialogue between elected Councillors and the community	CEO Office	●	Cuppa with a Councillor event was held in Tumberumba.
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	●	7 projects/documents were placed on public exhibition on the Your Voice platform during Q4 (-2 from Q3), resulting in 706 visits (-3,094 from Q3) and 543 document downloads (- 1,747 from Q3). 33 submissions were received in response to the exhibition period (-58 from Q3). Majority of submissions were generated from the Draft Integrated Planning and Reporting Documents (30 contributors)
4.1.3	Deliver Council meetings to facilitate increased community accessibility and engagement	CEO Office	●	Monthly Council meetings have continued to have been held and livestreamed to the Public.

● Completed

● Progressing

● Unable to Progress/Complete

4.2: Deliver a communication strategy which ensures the community receives information in a timely and convenient manner

Action #	Operational Plan Action	Directorate	Status	Comments
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	●	Council created 171 Facebook Posts during Q4 (up by 32 from Q3). Audience (followers) increased from 5,469 (Q3) to 5,841(+372). 209,273 people were delivered Council content during Q4, an increase of 127,093 from Q3. Q4 active engagement with Council content was 21,031, an increase of 5,699 from Q3. Website user numbers decreased by 11% over Q4 to 15,226 (Q3 17,110).
4.2.2	Clearly communicate information about Council's services, projects and events using traditional communication channels	CEO Office	●	During Q3 Council received and responded to 62 media enquiries (increase of 18 from Q3), issued 24 Media Releases (decrease of 1 from Q3) and posted 171 Facebook posts. Weekly Radio Interviews about Council updates and services were completed on Sounds of The Mountains.





4.3: Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency

Action #	Operational Plan Action	Directorate	Status	Comments
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	●	Council's Communication team implemented a new Staff Newsletter format in June 2021, incorporating rotating schedule of updates from Executive Director's and CEO. In person Staff Briefing sessions in Tumbarumba and Tumut were able to re-commence following the lifting of COVID restrictions.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
4.3.2	Continue to streamline council processes to improve integration and build user confidence	CEO Office		7 of the associated 9 tasks have been completed by 30th June. The remaining two tasks are in progress and have been delayed by external stakeholders, though is aimed for completion in early 2021/2022.
4.3.3	Investigate and secure opportunities for grant applications for projects	CEO Office		Grant applications continue to be applied for as per the Community Strategic Plan, Delivery Program and Councils Advocacy Plan. Between March 2021 and July 2021, twenty-three (23) new applications for funding were submitted. Eight (8) were successful, 12 Applications are pending and 3 were unsuccessful. There are currently 57 active projects and 27 completed projects in the PMG projects list.
4.3.4	Continue to progress priority infrastructure projects through the project development pipeline process as funding becomes available	CEO Office		Overview of projects has been developed with 57 active projects and 27 completed projects currently in the funded projects list and another 22 pending funding notification. 20 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		Grant Management Framework developed in draft with Project Feasibility and Project Status forms utilised from May 21. Grant programs, grant applications and known status of applications are being tracked and monitored by Program Manager. There are currently 57 active projects that are being overseen and 27 completed projects. There have been 90 external grant applications submitted for the 2020/2021 year.

 Completed

 Progressing

 Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
4.3.6	Convene quarterly meetings for the Safety, Risk and Quality committee	CEO Office	●	Fourth meeting held 24th June 2021 in accordance with annual schedule
4.3.7	Provide support for Councils corporate systems and IT infrastructure to maintain business continuity	Community & Corporate	●	Work has commenced on migration of Council's Microsoft 365 (E3) licences to the E5 platform, providing full integration with Microsoft's 365 and security platforms.
4.3.8	Produce and publish Council's Annual Report in accordance with the Local Government Act 1993	CEO Office	●	Action was completed and finalised in Q2.
4.3.9	Implement actions from Council's Sustainability Road Map	CEO Office	●	LTFP and V2 Sustainability Plan submitted for inclusion in IP&R documents for adoption by Council 17 June 2021.
4.3.10	Implement recommendations from IT Strategy including the IT Disaster Recovery Plan	Community & Corporate	●	SVC participated in the Telstra Purple audit, with positive results of 96% compliance. SVC is currently working with our Managed Service provider to finalise security compliance with the Cybersecurity Essential Eight and finalise the BCP and Change Management Protocols.

4.4: Provide a high level of customer service to the community

Action #	Operational Plan Action	Directorate	Status	Comments
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	●	The Customer Experience Team have continued to work through the improvement of processes in the areas of Bookings, Receipting and Archiving to ensure improved workflow and compliance.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
4.4.2	Continuous improvement of the Customer Request Management system	Community & Corporate	●	The CRM System Support Officer has commenced and has already undertake a review of the workflow build and areas for improvement including automatic notifications, internal email notifications, contractor access to CRM and map integration. The OP actions are marked as progressing with the project to be finalised May 2022.
4.4.3	Conduct the Community Satisfaction Survey	CEO Office	●	The Community Survey was conducted during April 2021. Following collation and analysis of the results, reporting of the results scheduled for July 2021.
4.4.4	Implement 2020-2021 actions from Customer Experience Strategy	Community & Corporate	●	Draft 2021 - 2025 Customer Service Strategy currently in development.

4.5: Council demonstrates strong leadership through a governance framework which drives progress towards achieving the community vision

Action #	Operational Plan Action	Directorate	Status	Comments
4.5.1	Maintain a Councillor Professional Development Program	CEO Office	●	Waste2021 Conference - 1 day - Virtual in May - Attended by Cr Cross; LGNSW Understanding Finances for Councillors - 1/2 day online in May - completed by Cr Isselman; Regional Forum and National General Assembly - 3 1/2 days - in person Canberra in June - attended by Mayor, Cr Smit & Cr Cross.
4.5.2	Convene meetings for the audit risk and improvement committee quarterly	CEO Office	●	Fourth meeting held 05 May 2021 in accordance with annual schedule

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
4.5.3	Deliver Risk & Governance Training Programs across Council	CEO Office	●	Public Interest Disclosure General Awareness Training conducted online by the NSW Ombudsman was completed by 52 staff. PID Management Training was completed by seven of the ten officers authorised to receive a PID. Governance and Risk training is being delivered across the organisation and has been completed by Councillors, Executive Leadership Team, Greater Leadership Team as well as numerous staff.
4.5.4	Implement the SVC Project Management Framework	CEO Office	●	Supporting templates and tools out for internal exhibition with implementation from July 2021. 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 occurred in March 2021 and Project Managers initial meeting held in April 2021.
4.5.5	Undertake 2 internal audits annually	CEO Office	●	The second audit for 2020-2021 looked at Previous Audit Recommendations and Actions. The final report for the second internal audit was presented to the Audit Risk and Improvement Committee in May 2021.



Completed



Progressing



Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
4.5.6	Implement an Enterprise Risk Management Framework	CEO Office	●	The second internal audit undertaken during 2020-2021 highlighted a number of areas of improvement for Councils Audit Matrix including a review of Safety Risk and Quality Committee Terms of Reference as well as integration with the Audit Risk and Improvement Committee and the Audit Matrix Business Rules. A number of risk workshops were undertaken with Multi-Service Outlet and Community Transport as well as Library Services
4.5.7	Review business continuity plan	CEO Office	●	Business Continuity Plan scenario testing was completed on 22nd June 2021. The scenario testing was undertaken by Statewide Mutual, Councils insurance provider. The scenario testing provided an opportunity to review Councils Business Continuity Plan as well as the associated sub plans.
4.5.8	Develop an Emergency Preparedness, Response and Recovery Plan for SVC as an organisation	CEO Office	●	Local Emergency Management Committee meets as scheduled. Council continues to finalise Business Continuity Plans and is planning an exercise in business continuity to test the readiness of the plans.
4.5.9	Prepare and coordinate requirements for 2021 council elections	CEO Office	●	Candidate information sessions held x 3 'Save the Date' promotional flyer for the election distributed in the Q4 rates notices Nonresidential roll applications information collated Pre-poll venue confirmed for Tumut and Tumberumba Dedicated Election website page live Development of SVC Candidate Handbook Advice prepared for current councillors and staff for Caretaker period including a workshop on the Caretaker Policy



Completed



Progressing



Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
4.5.10	Prepare for development of 2021 - 2025 Community Strategic Plan and Delivery Program	CEO Office	●	Working alongside member Councils of the Canberra Region Joint Organisation IP&R Group, preparation for engagement activities for the Regional Community Strategic Plan were completed in line with the endorsed project schedule. Engagement activities are scheduled for July and August, with the Draft Community Strategic Plan to inform the development of the Delivery Program from November 2021, before being adopted in June 2022.
4.5.11	Review and improve Procurement and Contract management processes and systems	Finance	●	Procurement framework review underway
4.5.12	Prepare End of Term Report	CEO Office	●	End of Term Report is in draft and will meet project schedule to be finalised in Q1 of 2021-22, before being presented to Council in August 2021 and adopted as part of the Annual Report in November 2021.

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

Action #	Operational Plan Action	Directorate	Status	Comments
4.6.1	Provide governance and risk support to volunteers and section 355 committees	CEO Office	●	Several resolutions were made by Council at the June 2021 meeting to dissolve committees on 30 June 2021. These committees were all community committees that are not responsible for a Council asset. The committees were offered numerous areas of support during the transition period inclusive of training, donation of financial and non-fixed assets as well as financial support for the establishment of incorporation.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
4.6.2	Undertake advocacy initiatives in accordance with the priorities as adopted in the Advocacy plan	CEO Office	●	Council continues to Advocate with relevant Ministers and Senior Staff. The Mayor and CEO met with Minister Toole and Minister Elliot on 10 June to discuss advocacy issues relevant to the Snowy Valleys. The Mayor and CEO also met with Minister Kean's senior staff (Minister was unavailable at short notice) on 16 June 2021.
4.6.3	Maintain an active Joint Organization membership and support initiatives that deliver benefits to the local community	CEO Office	●	Council has continued its membership of the Canberra Region Joint Organisation (CRJO). The CEO has attended the General Managers Group Meeting on 21 May 2021 and the Mayor and CEO attended the CRJO Board Meeting on 11 June 2021.
4.6.4	Convene Local critical incidents Recovery Committee	CEO Office	●	Recovery Committees have now ceased however the Snowy Valleys Recovery Officer continues to facilitate and advocate recovery and resilience activities across the LGA and liaise with adjacent impacted Councils.
4.6.5	Continue to advocate to government on priority critical incidents recovery actions	CEO Office	●	Council continues to advocate for bushfire recovery. The Bushfire Addendum to the Snowy Valleys Regional Economic Development Strategy is the key document alongside Council's Advocacy Plan including the specific section on bushfire recovery.

● Completed

● Progressing

● Unable to Progress/Complete

5: Our Infrastructure

We strive to continually improve our local infrastructure

5.1: Provide a program to improve local roads

Action #	Operational Plan Action	Directorate	Status	Comments
5.1.1	Complete the 2020/2021 road maintenance program	Infrastructure	●	Program delivered
5.1.2	Deliver the 2020/2021 Capital Works Roads program	Infrastructure	●	Capital Works Program delivered, noting that the program was amended in the 2nd and 3rd quarter in response to additional flood recovery and bush fire recovery works along with grant funded projects with limited timelines being added to the program.
5.1.3	Continue management of the road corridor post Bushfire and flood event Impact	Infrastructure	●	Post fire local road corridor clean-up works completed under the emergency provisions of the natural disaster funding arrangements which ended on the 30 June 2021. Council Officers have applied for further funding through the EPA for the clean-up of fire impacted green waste on public land.

5.2: Provide well maintained safe, vibrant and accessible community spaces and facilities

Action #	Operational Plan Action	Directorate	Status	Comments
5.2.1	Deliver the 2020/2021 Capital Works facility, open space and amenities program	Infrastructure	●	Capital works program for facilities, open space and amenities completed. This includes upgrades to the Tumut and Tumberumba Pools, new surface on the Batlow showgrounds, upgrades to the Bull Paddock in Tumut and upgrades to the public amenities in Batlow.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
5.2.2	Maintain Open Space, Pools, Facilities and Street Trees in accordance with agreed levels of service	Infrastructure	●	Quarterly maintenance program completed including but not limited to, mowing of grass to specified heights, cleaning of amenities and pools in accordance with specified frequencies and undertaking customer requested street tree works in accordance with adopted procedures.
5.2.3	Manage Swimming Pools in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines	Infrastructure	●	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	●	Draft plans completed.

5.3: Provide and partner with other agencies to deliver an effective, safe local transport network

Action #	Operational Plan Action	Directorate	Status	Comments
5.3.1	Deliver a Road Safety Program in partnership with neighbouring Councils and Transport for NSW	Infrastructure	●	Local Traffic Committee Meetings have been facilitated and attended.
5.3.2	Maintain aerodrome and airstrip in accordance with agreed service levels	Infrastructure	●	Aerodrome Safety Officer training completed. New fencing, RFS taxiway and drainage works completed.
5.3.3	Upgrade the Tumut aerodrome to improve functionality for emergency operations as funding becomes available	Infrastructure	●	Construction of new taxiway completed along with installation of new fencing and drainage works.

● Completed

● Progressing

● Unable to Progress/Complete

5.4: Provide a program to deliver and improve public amenities and infrastructure which meets an acceptable community standard

Action #	Operational Plan Action	Directorate	Status	Comments
5.4.1	Deliver annual maintenance program for footpath, kerb and gutter works	Infrastructure	●	Program delivered to ensure service levels were maintained.
5.4.2	Deliver annual maintenance program for stormwater	Infrastructure	●	Identified works have been completed as per program.
5.4.3	Deliver programmed maintenance to public pools	Infrastructure	●	Post season programmed and identified maintenance to public pools completed.
5.4.4	Finalise Service Management Plans including asset management plans	Infrastructure	●	Service Management Plans for key assets completed this includes Council buildings, parks and recreation along with transport infrastructure.
5.4.5	Review and develop plan of management for Council's cemeteries	Infrastructure	●	Master planning for cemeteries is a multiyear project. Works completed this year includes the setting up of reservation areas.

5.5: Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails

Action #	Operational Plan Action	Directorate	Status	Comments
5.5.1	Advocate for funding to develop a cycling and pedestrian strategy	CEO Office	●	Council has achieved funding for a Regional Trails Masterplan and is about to commence engagement with the community in Q1 of 2021/2022.

● Completed

● Progressing

● Unable to Progress/Complete

Action #	Operational Plan Action	Directorate	Status	Comments
5.5.2	Maintain the Tumbarumba to Rosewood Rail Trail in partnership with the community and in accordance with agreed service levels	Infrastructure	●	Quarterly maintenance program completed.

5.6: Provide high quality, safe and accessible open spaces and places for active and passive recreation

Action #	Operational Plan Action	Directorate	Status	Comments
5.6.1	Maintain Council's open spaces, sportsgrounds, parks and gardens in accordance with agreed service levels	Infrastructure	●	Quarterly Maintenance Program completed.
5.6.2	Deliver the Capital Sports Grants program	Infrastructure	●	Grants program was delivered in Q3.

● Completed

● Progressing

● Unable to Progress/Complete