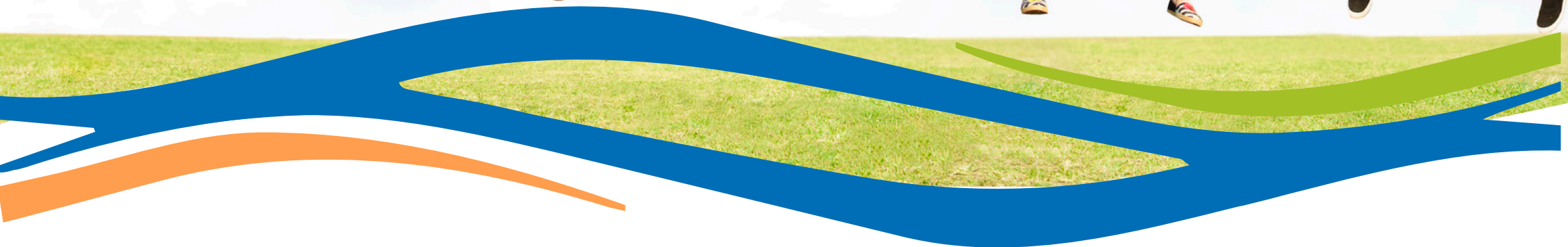


# Delivery Program 2017 / 2021 & Operational Plan 2017 / 2018



FEDERATION  
COUNCIL





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# INTRODUCTION

## Message from the General Manager

It is my privilege to present to our community, Federation Council's draft four year Delivery Program 2017/18 – 2019/20 and one year Operational Plan 2017/2018 which details Councils long term goals and objectives and the activities to be undertaken in the short term to achieve these goals.

As General Manager of this new council formed just over 12 months ago I have been honoured to be a part of the transition to becoming a stronger council. The dedication shown by staff, volunteers and committee members that have been involved in the process has been outstanding. It has also been important to acknowledge the key priorities as identified by our communities prior to the merger, by preserving their integrity within the scope of the new Council and this Delivery Program.

This plan presents a series of annual actions for Council, and should be read in conjunction with Council's annual budget, fees and charges, rating structure and revenue policy.

This document is divided into five themes of:

[CSP 1: Community and Culture](#)

[CSP 2: Infrastructure and Services](#)

[CSP 3: Rural, Urban Development & Local Economy](#)

[CSP 4: Natural Environment](#)

[CSP 5: Local Governance and Finance](#)

Over the last 12 months Council has undertaken a great deal of community consultation. This has included completing 400 randomly selected phone surveys of residents and ratepayers to determine community views and satisfaction with Council services. Responses to this survey have helped to inform the preparation of this plan.

The overwhelming community view was that maintenance of sealed and unsealed roads should be the top priority for Council. This plan proposes to invest unprecedented funding towards Council roads. More than 70% of Councils total capital works budget for 2017/18 will be spent on roads. This will exceed \$10M of investment with a further \$3.8M of Stronger Communities Grant funding allocated to roads over the next two financial years.

Other areas of high importance to the community which are a focus of this plan are:

- Maintenance of sealed and unsealed roads
- Economic development and tourism
- Local Streets and Footpaths
- Informing the community
- Ease of access to services
- Waste Management
- Recreational Facilities

## Message from the General Manager continued

As part of the amalgamation process, Council was granted \$10M in funding to allocate towards community infrastructure priorities. Successful projects needed to meet strict funding guidelines. Funding for projects under this program has now been allocated. For a full list of these projects view [Stronger Communities Projects](#)

This funding will allow Council to achieve a number of important priorities within the Delivery Program over the next two years as these projects are implemented such as:

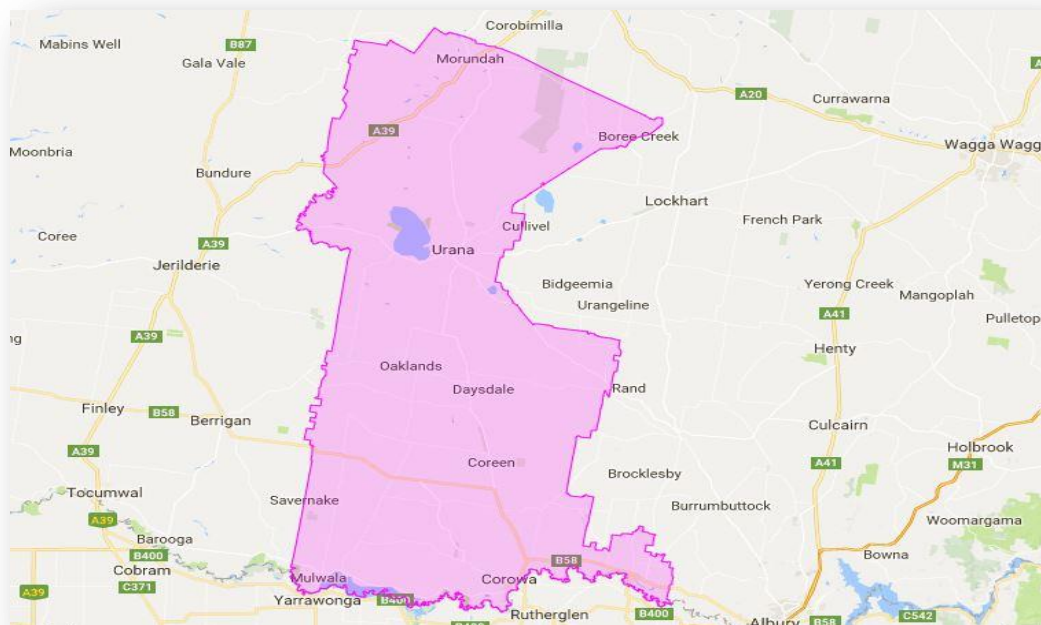
- A new Swimming Pool in Corowa.
- Construction of seven new play spaces throughout the Council area including skate parks and playgrounds.
- Renewal of sport and recreation infrastructure with new Tennis and Netball court projects planned at various locations.

- Development and implementation of a long term town beautification plan for our small towns including Morundah, Oaklands, Boree Creek and Rand.
- Economic and tourism development projects such as a new Cinema for the Corowa Golf Club, RV Park in Oaklands, upgrade to Victoria Park in Oaklands and the implementation of Foreshore Master Plan initiatives in Mulwala and Corowa.
- A medical clinic in Oaklands and support for the Urana Hospital.

Council's Delivery Program and Financial Plan outlines numerous other actions to be implemented by Council and we look forward to working with community to complete these priorities.

## Our Location

The Federation Council region extends over 5'685 km<sup>2</sup> from the banks of the majestic Murray River winding through the towns of Corowa and Howlong. It reaches westward across to Lake Mulwala and stretches north to encompass the towns of Savernake, Coreen, Daysdale, Oaklands, Boree Creek, Morundah and Urana, home to the Urana Aquatic Centre, a man-made lake and nature reserve. With a capacity half the size of Sydney harbour, Lake Urana provides our community with another popular location for water sports, nature walks and bird watching. Our temperate climate and vibrant atmosphere makes the region an ideal location for businesses, young families and retirees to experience exceptional lifestyle and opportunity. All areas in Federation Council are within easy travelling distance to the regional cities of Albury, Wodonga, Wangaratta, Wagga Wagga, and Shepparton. Transport options include access to a well established regional airport with a flight schedule encompassing most major cities, as well as being within easy reach of the Hume Highway between Sydney and Melbourne with the major capitals being within a 3 to 6 hour drive.



## Our People

Our average age is 46 years and 97% of the population have an English speaking background. Federation Council has a sparse population of 12'569 and a population density of 0.02 persons per hectare.



There is 5'089 households in Federation Council with over one third of these comprising of households with children.

In the Federation Council area 52 residential buildings were approved to be built for the period July 2016-Feb 2017.

## Our Economy

Federation Council is well located within an agriculturally rich and diverse area which generated \$556m in Gross Regional Product and provided 5127 local jobs in the year ended 30<sup>th</sup> June 2016. Building approvals within the council area for the year ended 30<sup>th</sup> June 2017 exceed \$23m.

The diverse communities of Corowa, Howlong, Mulwala, Oaklands, Urana, Balldale, Boree Creek, Buraja-Lowesdale, Coreen, Daysdale, Morundah, Rand, Rennie and Savernake are at the centre of one of the most productive wool, grain, lamb and beef-cattle growing areas of Australia

This provides a solid foundation for what is our largest employer base with manufacturing now providing 20.6% of total employment.

The tourism industry is another important economic and employment driver for the Federation Council. In 2014-15 the industry contributed \$93.7 million to the economy and the total value added was \$52m. Federation Council welcomed 106,562 visitors in the year 2015-16 contributing to 332,330 visitor nights with an average stay of 3.2 nights, slightly higher than the average number of nights spent for NSW (2.9%) and Regional NSW (3.0%).

Federation Councils excellent transport linkages and accessibility ensures strong opportunities for economic growth which when coupled with its exceptional lifestyle, offers many reasons to live, work and play in this region.

## Vision

To be “A quality Council with an ongoing focus towards continuous improvement. We are committed to building, celebrating and supporting strong, sustainable and diverse communities”.

## Values

### Accountability

We will plan well and report on our progress. We will ensure fair and transparent decision making and take responsibility for our actions.

### Collaboration

We support each other as a team and will engage closely with the community.

### Customer focus

We will be responsive and accessible to the community. We will be open, respectful and truthful in our dealings.



### Embracing change

We will create our future by being innovative and encouraging new ideas, opportunities and better ways of doing things.

### Quality outcomes

We will strive for excellence and to deliver value for money for the community.

## CSP I: COMMUNITY AND CULTURE

A community that is united, innovative, involved and caring

CSP I COMMUNITY AND CULTURE			
I.1 A creative community.			
DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.1.1	Creative community spaces.	Ensure all artistic spaces are inclusive, welcoming and well promoted.	Promotion of exhibition, programs and activities.
			Implementation of priorities within the Social and Cultural Plan.
I.1.2	Opportunities for all community members to participate in and enjoy the arts.	Develop a program of activities that engage young people and children in the arts and cultural activities throughout Council's facilities including the Libraries and Artspace.  Provide a diverse range of opportunities for all people within the community to participate in.	Number of opportunities provided for children and young people to be involved in arts and culture activities.
			Initiatives complete by the Corowa Arts Advisory Committee.
			Continued support of Murray Arts in the community and initiatives undertaken within Federation Council by Murray Arts.
			Volunteering opportunities provided.



## CSP I COMMUNITY AND CULTURE

### 1.2 A safe, accessible and visually attractive community

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
1.2.1	Safe, accessible and visually attractive community.	Support the development and implementation of initiatives.	Continue to participate on the Police Advisory Committee to advocate on behalf of the community on matters of community safety.
		Work to ensure that private land and property is well presented.	Regularly inspect visual impacts of private land and follow up with land owners not responding to community expectations where legislation supports action.
1.2.2	Vibrant and creative community spaces.	Increase the access that the local community and visitors have to creative arts.	Work with Morundah Bush Entertainment Committee to deliver new Community Building at Morundah.
			Support the former Urana Council Cultural Plan to address creative arts development and public and community art projects.

## CSP I COMMUNITY AND CULTURE

### I.3 An empowered, active, connected and sustainable community

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.3.1	A community that is well connected and informed.	<ul style="list-style-type: none"> <li>Preparation of a Community Engagement Plan</li> <li>Preparation of an overall council communications Plan</li> </ul>	Monthly Urana Newsletter to all households within the Council locality distributed.
			Adoption and implementation of plans.
		Completion of service review of Council communications.	
		Support the availability of affordable public internet access.	Free internet access provided at Federation Council Libraries and Council Office.
I.3.2	A resilient community through times of challenge.	Maintain an appropriate Emergency Management response.	Town and Village Emergency Management Plans developed and incorporate into DISPLAN.
			The Emergency Management Plan and Recovery Plan, is maintained in partnership with relevant agencies.
		Support the community's preparedness for socially and economically challenging times (such as drought and floods) by providing information, education and advice.	Allocation of an appropriate resource to ensure a response can be coordinated when required. Attendance at relevant community/agency meeting's to ensure understanding of local needs.

## CSP I COMMUNITY AND CULTURE

### 1.3 An empowered, active, connected and sustainable community

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
1.3.3	Continue to facilitate community driven projects that respond to identified community needs.	Celebrate the contribution made by volunteers to the community throughout the Council.	Implementation of Citizen of the Year Awards.
			Volunteers publicly acknowledged and thanked as part of Volunteer Week celebrations.
		Encourage participation of volunteering throughout the Council.	Promotion of volunteer opportunities conducted and additional volunteers recruited.
		Facilitate the delivery of exciting and engaging library services throughout the Council.	Programs and activities delivered.
			Number of library members.
			Level of services available.
		Work with schools to support and encourage young people's involvement with volunteering opportunities within the Council.	Number of young people volunteering within community.
			Schools consulted and actions included on Youth Council Strategy.

## CSP I COMMUNITY AND CULTURE

### I.3 An empowered, active, connected and sustainable community

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.3.4	Dynamic and responsive community projects.	Deliver a community grants program, that facilitates and supports partnership programs and projects within the community.	Continue to review the funding guidelines, application process and reporting requirements.
		Promote opportunities to volunteer and to be involved in community projects.	Review the current funding arrangements in place between Council and its Section 355 Committees. Volunteering opportunities actively promoted in partnership with the community.
I.3.5	Ensure a collaborative approach to the provision of services and support.	Support in the attraction of funding to facilitate identified priority projects.	Support and advice provided in the application for funding process to assist and facilitate the response to community priorities.
I.3.6	High levels of involvement across our community.	Provide ongoing support to community groups, clubs and committees to encourage diverse and representative membership and involvement.	Ongoing support provided.
I.3.7	Well-functioning and sustainable community groups and clubs.	Provide information to community groups, clubs and committees.	Relevant grant information distributed to community groups and support provided for grant applications.
		Support and facilitate the long term sustainability of our community groups.	Regular information provided to Section 355 Committees to support their planning and project management. Community groups supported to access ongoing financial support.

## CSP I COMMUNITY AND CULTURE

### 1.3 An empowered, active, connected and sustainable community

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
1.3.7	Well-functioning and sustainable community groups and clubs.	Support and facilitate the long term sustainability of our community groups.	Workshop hosted for Section 355 Committees on governance.

## CSP I COMMUNITY AND CULTURE

### I.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.4.1	A great place to be for our young people.	Plan for the future in partnership with our young people.	Youth Forum/Council to identify activities, projects, events and facilities that young people would like to participate in-
		Support the implementation of youth based recreation and social projects in the Council.	Youth based recreational opportunities promoted through Council's website and newsletter.
I.4.2	A community that embraces and provides for older residents.	Celebrate and facilitate the positive contribution that our older residents make to our community.	Seniors Week celebrated.
			Recognition and celebration in Council communication.
			"Ageing Well" resource distributed.
		Continue to understand the demographics, trends, challenges and opportunities that are facing our older residents.	Service mapping completed and strategy developed.
		Provide opportunities for older residents to come together and interact socially.	Ageing Well Strategy implemented.
			Social opportunities within our community that encourage interaction for our older residents – including the seniors week luncheon, supported.

## CSP I COMMUNITY AND CULTURE

### I.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.4.3	A community that welcomes new residents and families.	Support the community with activities and projects that welcome new residents to the community.	The provision of up to date information and resources for new residents through communication channels such as the website.
I.4.4	Strong and vibrant rural communities.	Explore innovative ways to ensure the regular consideration of the changing needs and priorities of our rural and isolated communities.	Community Priority Action Plans developed for rural communities. Monitoring of demographic and social characteristics of rural communities carried out.
		Explore online opportunities to support the recording / promotion of the Councils history.	Online recording and documentation of historic photographs and written material supported.
		Support and encourage projects that encourage and facilitate the celebration and protection of our rural history through the collection of stories and experiences.	Historical information provided through Council Libraries.
			Projects supported and historic stories documented.
I.4.5	A place of diverse opportunities and resources for young people.	Continue to provide opportunities for young people to contribute to community priorities.	Number of opportunities for young people to provide feedback on priorities.
			Number of young people involved in community engagement opportunities.

## CSP I COMMUNITY AND CULTURE

### I.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.4.5	A place of diverse opportunities and resources for young people.	Ensure young people have access to community spaces where they feel welcomed, safe and included.	Development of masterplans and community infrastructure projects that reflect the needs of young people.
		Explore innovative ways to engage a broader range of young people in the use of a 'youth based' community space.	Number of young people consulted on the delivery of 'youth based' spaces.
			Development of youth based spaces identified in Youth Strategy.
		Promote community, sporting, education and academic leadership opportunities for young people within our community throughout Council publications and on Council's website.	Number of education and training opportunities for young people supported.
			Number of leadership opportunities promoted.
		With guidance and direction from the Youth Strategy, deliver programs that actively engage a variety of young people and provides them with meaningful skills and experiences.	Number of programs developed and implemented.
			Level of attendance and involvement by young people.



## CSP I COMMUNITY AND CULTURE

### I.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.4.6	A community that supports people of all abilities, backgrounds and cultures.	Advocate for strong and sustainable local education options.	Advocate for the schools with our Council to continue with support from the NSW State Government.
			Provision of mobile Preschool service to more remote communities.
		Advocate for the delivery of integrated education facilities and programs.	Long term sustainability of Corowa TAFE.
			Representation outcomes.
		Advocate on behalf of our children to ensure that we continue to develop our communities as a great place for our children to grow and provide opportunities for children to develop their independence and skills.	Number of programs supported and delivered.
	Continue to meaningfully engage children in community life.		Festival of Fun for Kids delivered biannually.
			Level of attendance and community support.
			Level of community involvement in delivery of the event.

## CSP I COMMUNITY AND CULTURE

### I.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.4.6.	A community that supports people of all abilities, backgrounds and cultures.	Continue to recognise and support the Indigenous community throughout the Council.	Level of consideration of Indigenous culture in planning and delivery of initiatives.
			Number of opportunities to raise awareness and include indigenous culture.
		Continue to support a range of services, activities and groups that support children and their families.	Level of support for groups and organisations delivering services to support children and families.
			Implementation of priorities within the Social and Cultural Plan.
			Number of children's programs delivered through libraries.
		Ensure Council staff develop networks and relationships with service providers, peak bodies and government officials.	Level of support provided for relevant Council staff attendance at regular formal network meetings such as RAMROC.
Ensure that Council publications and communication reflect the diversity of the community.	Number of articles and publications developed and circulated.		
Ensure that family accessibility and inclusiveness is considered in the long term planning of Council programs, planning and activities.	Implementation of priorities within the Social and Cultural Plan.		

## CSP I COMMUNITY AND CULTURE

### I.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.4.6	A community that supports people of all abilities, backgrounds and cultures.	Ensure that family accessibility and inclusiveness is considered in the long term planning of Council programs, planning and activities.	Level of consideration of the needs of families in long term planning of community facilities and programs at a State and Federal level.
		Ensure the needs people with a disability and culturally and linguistically diverse residents are considered in the provision of community activities, events and programs.	Level of accessibility for all people and all abilities at council events and activities.
		Implementation of new community playgrounds.	Development of community playground.
		Promote events and opportunities throughout the Council that recognises and celebrate the diversity within our community.	Number of events conducted and opportunities promoted.
		Review and set priorities for the consolidation and/or renewal of Playgrounds within the region.	One central focal playground established for each township.
			Playground Masterplans completed.

## CSP I COMMUNITY AND CULTURE

### 1.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
1.4.6	A community that supports people of all abilities, backgrounds and cultures.	Where appropriate, advocate for and support the long term sustainability and inclusion of the small rural schools within the Council.	Level of advocacy for sustainability of small schools.
		Work to ensure that people in the community have access to services and facilities throughout Council.	Level of participation by small schools in relevant activities, events and projects conducted by Council.
1.4.7	Access to quality health and community services.	Advocate for and support the provision of a medical centre for the community.	Number of priorities within the Social and Cultural Plan implemented.
		Advocate on behalf of the Council's communities for the provision of Community Services.	Level of financial subsidisation for the Councils Medical Centres.
			Level of advocacy for access to long day care childrens services within the Council.
			Level of advocacy on behalf of the community to maintain health and medical services within Council.
Explore strategies to retain existing health services.	Level of support and advocacy for a range of child and family support services within the Council.		
	Opportunities to establish the Oaklands Medical Centre investigated.		
			Number of strategies supported to retain the existing health services available at the former Urana Hospital.

## CSP I COMMUNITY AND CULTURE

### I.4 An inclusive, considerate and welcoming community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.4.7	Access to quality health and community services.	Support the provision of aged services within the Council.	Compulsory land acquisition of land immediately surrounding Billabidgee Aged Care units undertaken.
			Level of engagement with Aged Care Housing providers on future management arrangements for Billabidgee Aged Care units.
			Billabidgee Aged Care units renovated.
			Level of work conducted with Oaklands Lions Club to ensure continued maintenance and improvements to Oaklands Aged Care units as required.

## CSP I COMMUNITY AND CULTURE

### I.5 Engaging events and celebrations.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
1.5.1	Vibrant community events.	Support the delivery of diverse community activities and events.	Level of support provided to community activities and events through access to appropriate council resources, including promotional support and support to access funding.
1.5.2	An exciting and diverse calendar of events.	Encourage event organisers to consider sustainable event management principles in accordance with event international standards.	ISO Sustainable event guidelines distributed to community groups.
		Ensure that all events are safe, well planned and of high quality.	Level of support provided to Community groups to ensure that all events meet risk and compliance requirements.
		Support a coordinated approach to the planning, promotion and implementation of events throughout the Council.	Event manual reviewed and promoted to support event organisers.
			Monthly and annual Calendar of Events promoted.
		Support the delivery of major municipal events.	Events Strategy developed and implemented.
	Tourism and Events Grant program developed and implemented.		
	Number of major events supported and delivered.		

## CSP I COMMUNITY AND CULTURE

### I.5 Engaging events and celebrations.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
I.5.3	Diverse recreation and sporting opportunities offered locally.	Promote use of the Urana Aquatic Centre and Colombo Recreation Reserve.	Management plans for the Urana Aquatic Centre and J M Smith Flora and Fauna reserve Urana, and Oaklands Crown reserves, developed.
		Support the community's ability to partake in recreation.	Level of work carried out with Recreation Committees to ensure that all facility upgrades and future developments are flexible in use – encouraging diverse and inclusive activities.

## CSP 2.: INFRASTRUCTURE AND SERVICES

Infrastructure that is well planned, well developed and well maintained and services that are accessible and effectively delivered

CSP 2 INFRASTRUCTURE AND SERVICES			
2.1 A community protected and prepared for emergencies.			
DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.1.1	A Community that is prepared to respond to crisis.	Maintain, further develop and effectively promote the emergency management and recovery plan as required.	Evacuation points established and clearly marked.
			Annual review of Emergency management plan conducted and communicated.
2.1.2	Services to protect our community.	Advocate for the adequate provision of responsive police and emergency services throughout our community.	Level of involvement in advocacy initiatives conducted.
		Continue to support crime prevention initiatives throughout the community, including those relating to anti social activities and responsible drinking.	Number of initiatives supported.
		Continue to support crime prevention initiatives throughout the community, including those relating to anti social activities and responsible drinking.	Level of support provided to crime prevention initiatives such as community safety sub committee..
			Implementation of alcohol free zones.



## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.1 A community protected and prepared for emergencies.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.1.2.	Services to protect our community.	Education and enforcement of regulatory controls and local laws to protect the community.	Number of activities to create awareness of regulatory controls and local laws.
			Number of incidents reported.
		Facilitate and support the Community Safety Committee to develop and implement its annual community safety plan.	Annual community safety plan developed and implemented.

## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.2 A Council of excellence for sport and recreation.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.2.1	Diverse and sustainable recreation facilities.	Continue to facilitate training and development sessions that support the management of sport and recreation groups in conjunction with Department of Sport and Recreation.	Annual recreation training calendar implemented.
		Continue to maintain and expand a high quality pathway network that is flexible in purpose to facilitate a range of users.	Annual Pedestrian Access Mobility Plan (PAMP) works program implemented.
		Continue to promote the Council's sporting facilities, venues and assets.	Level of ongoing promotion of facilities and venues.
		Ensure integrity of existing pathway network through regular maintenance inspections and appropriate works.	Annual audits conducted and maintenance works scheduled.
		Promote footpath and cycle way network.	Walking and cycle paths promoted.
		Support sporting clubs and groups in their bids for large scale sporting events.	Large scale sporting events identified and included in Recreation and Events Strategies.

## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.2 A Council of excellence for sport and recreation.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.2.2	Well planned recreation facilities.	Adopt whole of community approach to planning of recreational facilities to ensure development of infrastructure meets the changing needs of our communities and facilitates diverse use.	Recreation Strategy developed.
		Continue to support recreation management committees.	Level of support provided to all recreation management committees.
		Development of a new swimming pool for Corowa.	Corowa Swimming Pool business plan updated.
			Progress of Corowa Swimming pool upgrade.
			Development of project plans.
		Ensure a place making approach is taken for all open space and water foreshore developments within the Council.	Implementation of Lowe Square Masterplan.
			Participate in pilot Crown Lands Review.
			Implementation of Lonsdale Reserve Masterplan.
			Implementation of Corowa Riverfront Masterplan.
Support community groups and clubs in the development of projects securing of funding.	Development and implementation of a Mulwala Foreshore Masterplan.		
Support community groups and clubs in the development of projects securing of funding.	Number of funding applications submitted and amount of funding obtained.		

## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.3 Efficient and high quality service delivery.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.3.1.	Coordinated service delivery.	Continue to support the integration and delivery of coordinated and quality Council services for our community.	Number of new advancements made in relation to coordinated service delivery.
		Develop mechanisms that continue to support the appropriate distribution and promotion of service information throughout the Council.	Service level KPI's in place for all key operational areas. Communications strategy developed.
		Support the exploration of best practice opportunities relating to the co location of services within our communities.	Level of advocacy and participation in appropriate discussions with external service providers.
2.3.2	Improved understanding and utilisation of available services.	Continue to support the Council Interagency group.	Level of attendance at Interagency Group meetings.
		Facilitate the involvement of service providers and organisations within the community, in particular in regards to community planning.	Number of community service providers involved in community engagement process.

## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.3 Efficient and high quality service delivery.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.3.3	Services that are planned and delivered with consideration to the changing needs of the community.	Advocate on behalf of our communities to ensure that their needs are consistently and accurately represented at state and federal levels in regards to the allocation of services, resources and programs.	Level of advocacy in relation to allocation of services, resources and programs.
		Continue to facilitate Council's involvement and utilisation of the Profile and Forecast ID programs to ensure all strategies and planning consider accurate demographic information.	Profile ID and Forecast ID subscriptions maintained and made available.
		Relevant community demographic information collected and disseminated to relevant service and community agencies to support sound and accurate planning and appropriate delivery of on the ground services.	Community profiles available on Council's website.
		Remain up to date on social and community priorities and ensure that these are regularly considered in the delivery of projects.	Priorities identified via feedback from community. Customer satisfaction program implemented annually.

## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.4 Health services that support a healthy community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.4.1	A range of services that promote a healthy life.	Continue to provide, maintain and promote facilities and assets throughout the Council that encourage and support healthy and active lifestyle choices.	Number of recreational facilities provided and promoted on Council.
		Continue to support and promote health programs, initiatives and healthy choices throughout the community.	Number of healthy lifestyle messages promoted.
			Number of health initiatives and programs supported.
2.4.2	High quality health services.	Continue to communicate the needs of our community to relevant bodies to support appropriate service delivery for our community members, including those with increased needs.	Number of updates given to relevant service providers and authorities regarding community health needs and priorities.
		Continue to support the community in the priority to retain hospital, emergency and medical services locally.	Level of support provided for the continued presence of health and community services.

## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.5 Infrastructure that facilitates an active community

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.5.1	Strategically manage our sports, recreation and community facilities and infrastructure.	Actively seek funding to support the long term sustainability of community swimming pools.	Options explored to change the operating structures and associated costs of operating the Oaklands and Urana swimming pools.
			Level of funding opportunities for the redevelopment of Council's swimming pools explored and pursued.
		Attract funding to support the continuing improvement of the recreation grounds.	Ongoing information to community and sporting groups to support their applications for funding that facilitates the redevelopment of recreation grounds throughout the Council provided.
			Work commenced on the Victoria Park Urana masterplan.
		Develop a coordinated approach to the management including upgrade of our community facilities.	Level of work carried out with Section 355 committees to identify priorities for maintenance, renewal and upgrades across the entire Council.
		Ensure appropriate provision and use of all open space and facilities under Council control.	Ongoing assistance for recreation ground committee and development of master plans when opportunities arise provided.

## CSP 2 INFRASTRUCTURE AND SERVICES

### 2.5 Infrastructure that facilitates an active community

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
2.5.2	The ability to walk and cycle around our Council.	Continue to improve the number of walking and cycle tracks.	Level of activity carried out to develop the Urana Youth Park.
			Level of participation with the community to continue to implement the former Urana Council Pedestrian and Mobility Plan (PAMP).



## CSP 3: RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

A prosperous and resilient community

### CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

#### 3.1 A growing and sustainable business and industry community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.1.1	Attract new industry and business to the Council.	Advocate for the ongoing improvement of key facilities.	Level of advocacy and support provided for implementation of NBN initiative.
			Level of improvements made to gas and electricity services throughout the Council.
		Continue to develop infrastructure that facilitates business growth.	Streetscape Master plans and business park developments implemented as needed.
		Develop and implement marketing activities to attract and retain businesses within the Council.	Investment Marketing strategy developed and implemented.
		Investigate incentives for new businesses to start up in Urana and our smaller localities and towns.	Level of participation in partnerships with the Department of Lands and other relevant agencies to investigate the former Urana East development proposal.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.1 A growing and sustainable business and industry community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.1.1	Attract new industry and business to the Council.	Investigate incentives for new businesses to start up in Urana and our smaller localities and towns.	Incentives explored to assist in the attraction of business and industry within the Council through the development of an 'Economic Attraction Policy' that details the appropriate implementation of initiatives aimed at attracting business
			Attend annual Country Expo in Sydney to promote the area for potential new residents.
		Maintain a broad understanding of the Council's economic profile and work to recognise and share the successes of the business community.	Number of business successes considered in Council communication activities.
			Economic profile on Council website.
		Promote positive images of Urana and our smaller localities and towns, as dynamic and versatile communities.	Level of support for Community Gold Regeneration Program
			Number of promotional initiatives undertaken and estimated reach and ROI of these.
		Work closely with appropriate local and regional business groups to monitor and support the needs of our business community.	Number of relevant forums to advocate for the needs of the businesses participated in.
	Number of issues identified and appropriate representation provided in a timely manner.		
	Number of strategic partnerships fostered.		

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.1 A growing and sustainable business and industry community.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.1.2	Foster a supportive business culture through networking and training.	Support the development of the Urana Business Networks.	Level of participation in partnership with the local business community, to explore the establishment of the Urana Business Network – with appropriate terms of reference and governance model.
3.1.3	Strengthen business relations.	Regularly recognise and celebrate local business and industry.	Level of recognition and reward for business excellence and local success communicated in marketing material, throughout Council's newsletter and on Council's website.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.2 A skilled and qualified workforce.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.2.1	Achieve greater synergy between the skill set of the resident workforce and the requirements of employers.	Increase the provision of TAFE trade courses available relevant to the needs of the residents.	Level of advocacy delivered on behalf of the community to access relevant local trade courses.
		Work with employers and appropriate agencies to improve pathways to employment for young and long term unemployed residents.	Level of appropriate support and promotional assistance provided to agencies and employers who are offering employment opportunities for young people or the long term unemployed.
3.2.2	Attract skilled people to the region.	Attractively promote the Council and available skilled positions in the region.	Number of skilled positions available within the Council and promoted on Council's website.
			Photographic database of Council to ensure that visual representations of the Council on Council's website and throughout publications, is positive and professional, is provided.
3.2.3	Partnerships that support our workforce.	Support and assist appropriate development of professional networks/initiatives that aim to retain and support workers within the Council.	Scope of support and assistance provided / networks developed.
		Support and assist appropriate establishment of local mentoring programs that provide support for young professionals throughout the Council.	Level of support provided for local mentoring programs.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.3 A strong and resilient local economy.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal Code	Action	Performance Measure
3.3.1	A prepared and skilled business community.	Continue to actively seek funding and work in partnership with key stakeholders to deliver training and networking opportunities for businesses.	Level of funding received and partnerships formed for the delivery of training and networking activities.
		Support the facilitation of activities that will enhance professional development opportunities within the business community.	Number of activities supported.
3.3.2	A profitable and resilient agricultural sector.	Advocate for long term water security for our agricultural sector.	West Coruragan Private Irrigation District recommendations supported and implemented.
		Continue to support regional long term water security strategies and programs.	Level and scope of support by Council for long term water security strategies for the agricultural sector.
		Continue to support the Corowa Saleyards as a major regional sheep selling facility.	Level of promotion of Corowa saleyards and increase in profile obtained.
		Implement the strategic recommendations as per the Saleyards Business Plan-	Saleyards Business Plan actions implemented.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.2 A skilled and qualified workforce.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.3.2	A profitable and resilient agricultural sector.	Maintain a watching brief and active involvement in changes to water policy and plans (river and groundwater) that affect the region and ensure a strong advocacy body within the Upper Murray and surrounding Joint Organisations.	Number of Upper Murray Joint Organisation meetings attended to discuss changes and actions implemented.
		Review the Saleyards Business Plan to consider ongoing funding and business opportunities.	Number of funding opportunities identified. Business Plan review completed.
3.3.3	An economy that is well prepared for the future.	Annual priorities and strategies delivered in partnership with business industries, organisations and state and federal government bodies.	Number of actions from Council's Economic Development Strategy implemented.
		Continue to plan for the effects of climate change.	Sustainable water use guidelines developed. Number of effluent re-use and water collection opportunities explored.
		Continue to support existing and newly established business within the Council.	Number of partnership initiatives implemented. Strong relationship with Business Chambers, industry groups and government agencies.
		Continues to protect and advance economic viability and sustainability by encouraging responsible land-use and development practices.	Land use development guidelines (LEP) in place and readily accessible to all stakeholders. All relevant Council officers are trained in these guidelines.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.2 A skilled and qualified workforce.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.3.4	Maintaining and establishing viable and long term businesses within the Council.	Assist in the circulation of relevant industry and regulation information opportunities.	Relevant information circulated to businesses.
		Continue to provide appropriate information, support and linkages to support newly established and existing businesses within the Council.	Business support and information easily accessible.
		Develop an Investment Marketing Strategy to support investment attraction in the Council.	Investment Marketing Strategy developed and implemented.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.4 A thriving tourism sector.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.4.1.	A positive visitor experience.	Continue to develop the positive image of our communities.	Branding is reflected in the communication strategy.
		Continue to work with tourism bodies and neighbouring Councils to promote and market our Council.	Partnerships formed and fostered with further promotional activities planned and conducted.
		Maintain and continue to develop the new Tourism website for the region.	Quarterly review and analysis of website visitation statistics.
		Ensure high quality visitor information services are provided to our visitors.	Monthly and annual calendar of events developed and promoted.
			Visitor Information Centre appropriately resourced and officers trained to deliver quality services and information.
		Explore opportunities increase accessibility to the visitor information service.	Opportunities identified in the feasibility study explored.
		Participate in regional campaigns and work to ensure the inclusion of this region in appropriate campaigns.	Level of continued participation in regional campaigns.
		Provide value add and revenue raising opportunities to support tourism development.	Business plan developed identifying actions to enable revenue raising and value add opportunities.



## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.5 Flexible and sustainable community facilities

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.5.1	Buildings that are well utilised and maintained by our communities.	Develop and implement a maintenance program for community facilities.	Maintenance program developed and implemented for all community halls.
		Ensure the planning of new facilities allows for flexibility in use and purpose, supporting integrated and diverse facilities.	Number of integrated and flexible designs.
		Provide ongoing information, support and guidance to committees of management, sporting groups and clubs that take active responsibility for the maintenance and management of community buildings and facilities.	Number of resources developed and appropriate training sessions delivered.
		Support Community groups, clubs and committees of management with grant applications and the sourcing of funding to support redevelopment and upgrading of community buildings and facilities.	Sustained / Increased value of successful funding applications for redevelopment and upgrading of community facilities.
3.5.2	Investigate innovative ways to increase accessibility and maintain integrity of historic buildings.	Explore opportunities and options for the potential redevelopment/restoration of existing facilities/buildings and assets to meet the needs of the community now and into the future.	Key priorities identified and included in the Asset Management Strategy.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.6 Improved transport safety and accessibility

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal	4 Year Delivery Goal Code	Action	Performance Measure
3.6.1	A road network that is safe for our farmers, our community and our visitors.	Continually assess the efficiencies and requirements of the operational practices of the roads team.	Annual review of reporting mechanisms, schedules for staff, plant, processes and use of contractors undertaken.
		Develop four year works program for reseals and construction.	Four year works schedule developed for maintenance and construction with a focus on renewal and reduction of backlog.
		Implement a sustainable road strategy that prioritises the development and maintenance of our roads.	Long term (10 year) Transport Asset Management Plan developed and implemented.
			Roads Asset and Infrastructure Vulnerability Plan developed and implemented.
		Support implementation of educational projects to build knowledge and awareness of road safety issues and safe road user behavior.	Road safety programs implemented for Council region.
3.6.2	Encourage responsible driving practices throughout our Council.	Provide and maintain infrastructure such as roadside stops and signage.	Areas identified for the potential development of appropriate roadside stops and signage as part of the former Urana Council Road Strategy.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.6 Improved transport safety and accessibility

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal	4 Year Delivery Goal Code	Action	Performance Measure
3.6.3	Infrastructure that facilitates and supports growth in our public transport options.	Continue to advocate for ongoing development of public and community transport options.	Number of strong advocacy actions delivered in the region where required.
		Continue to work with government and relevant stakeholders to progress new Yarrawonga/Mulwala bridge.	Level of Council commitment and participation in relevant discussions and forums.
		Ensure development and planning enables current and future transport needs.	All residential developments and streetscape master plans consider transport needs.
3.6.4	Maintain and enhance the road network with our Council.	Maintain and improve the road transport network through the Council.	Four year rolling works program for the maintenance and upgrade of roads throughout the Council implemented.
		Prepare a Safety Strategic Plan that meets user needs.	Implementation of actions identified within plan.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.7 Reliable and efficient infrastructure and service delivery that supports current and future needs

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.7.1	A range of housing.	Ensure housing needs of the aging population are considered in all appropriate planning decisions.	Aged housing needs considered in all appropriate planning decisions.
		Implement policies and facilitate sustainable growth in line with Council's LEP.	All developments are in line with LEP.
		Investigate housing needs of our ageing population now and into the future – including the review of private housing, independent living and high needs accommodation.	Aged housing review conducted in conjunction with state government.
3.7.2	Consistent and complimentary signage throughout our towns.	Provide consistent signage and entrance points to all of our communities.	Signage strategy developed and implemented inclusive of entrance points.
3.7.3	Exciting community spaces.	Continue to explore opportunities for the development and installation of public and community art throughout the Council.	Amount of funding received for the installation of public and community art.
		Support implementation of the streetscape plans for Corowa, Howlong and Mulwala and Oaklands Rec Ground, Rand Rec Ground, Urana Aquatic and JM Smith Reserve, Colombo Creek Mgt Plan - embracing unique identities of each township.	Annual priorities within Streetscape plans implemented.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.7 Reliable and efficient infrastructure and service delivery that supports current and future needs

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.7.4	Implement initiatives to reduce potable water consumption.	Review recreation and Foreshore opportunities to utilise non-potable water opportunities.	Completion of project feasibility on identified initiatives.
3.7.5	Infrastructure that supports our ability to grow.	A pricing system for water supply/ sewerage and liquid trade waste that is equitable and reflects the actual cost of service provision.	NSW Office of Water Best Practice Management Guidelines complied with.
		Consult community in the delivery of water supply/ sewerage services prior to making any major decisions.	All stakeholders consulted on major water supply/ sewerage issues.
		Continue to update and implement the sewerage network maintenance program and perform capital renewal and upgrades to ensure an efficient sewerage system that extends to all un-served areas.	Annual sewerage system capital renewal program implemented.
			Annual maintenance program and upgrade completed on time and on budget.
			Water/Sewer Asset Management Plans revised.
		Continue to update and implement the water reticulation capital renewal program.	Annual water reticulation capital renewal program implemented.
Water and Sewer Asset Management Plans revised.			

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.7 Reliable and efficient infrastructure and service delivery that supports current and future needs

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.7.5	Infrastructure that supports our ability to grow.	Continue to update and implement water reticulation network maintenance program and perform capital renewal/upgrades to ensure an efficient sewerage system.	Annual water reticulation maintenance program completed on time and on budget.
		Ensure a thirty year financial plan is maintained.	Thirty year Financial Plan developed and implemented.
		Ensure water supply schemes do not fail in times of drought.	Current drought management plan implemented.
		Implement the annual drainage capital renewal program.	Annual drainage capital renewal program implemented.
			Water and Sewer Asset Management Plans revised.
		Implement the annual water reticulation capital renewal program.	Water/Sewer Asset Management Plans revised.
			Annual water reticulation capital renewal program implemented.
		Implementation of Best Practice Framework.	Sewerage Strategic Business Plan developed with provision for future upgrade in relevant townships.
Prioritise the development of appropriate drainage systems that provide for efficient services to our community and allows for growth in our residential areas.	Long term drainage plans developed and implemented.		

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.7 Reliable and efficient infrastructure and service delivery that supports current and future needs

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.7.5	Infrastructure that supports our ability to grow.	Provision of a quality water supply that is sustainable to meet the demands of future growth while minimising water demand, wastage and system losses.	Water Conservation Plan implemented.
			Long term planning strategy for water reticulation network developed and implemented.
		Reduce wet weather hydraulic sewerage loading to its economic limit and manage the biochemical load.	Trade Waste Policy developed and implemented.
			Inflow/Infiltration program developed and implemented.
			Future system augmentation requirements identified.
		Update the Water Business Plan for each of relevant townships.	Water business plan developed and implemented.
Water Supply/ sewerage schemes that meet the agreed levels of service.	Nil areas of non-compliance.		
	Protocols, Standard Operating Procedures & SWIMS developed and implemented.		
3.7.6	Land use that supports the development of our community.	Apply Councils Local Environmental Plan (LEP).	LEP remains relevant and is reviewed by 2018 if not prior in partnership with the State Government.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.7 Reliable and efficient infrastructure and service delivery that supports current and future needs

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.7.7	Maintain and develop infrastructure that supports our community.	Ensure quality town water supply.	Level of support provided to Riverina Water for delivery of water and involvement in joint projects.
		Flood Planning.	Level of progress for former Urana Council Flood Study.
3.7.8	Maintain and develop our aquatic recreation areas to support and encourage increased use.	Investigate options to increase the aquatic recreation attractions within the Council.	A precinct plan for the future planning of the former Urana Aquatic Centre and surrounding Reserve areas including J.M Smith Reserve completed.
3.7.9	Maintain our Cemeteries.	Continue to maintain and develop our Cemeteries.	Cemetery operational/management plans prepared.
3.7.10	Protection of our historic buildings and landmarks.	Investigate options to restore and utilise historic buildings and landmarks.	Information provided to the community in efforts to restore and protect historic landmarks and buildings.
			Heritage Advisory program continued, and review of the former Urana Council Heritage study completed, including investigations for commencing a Local Heritage Fund program.
3.7.11	Responsible waste management practices.	Develop a 20 year waste management strategy that plans for the delivery of efficient and high quality waste services throughout the Council.	Waste Management Strategy developed and annual priorities implemented.
			Objectives of half waste campaign met.



## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.7 Reliable and efficient infrastructure and service delivery that supports current and future needs

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.7.12	Well maintained assets for our future.	Continue to actively seek funding to support long term sustainability and maintenance of community and Council assets.	Sustained /increased value of funding received for maintenance of community and Council assets.
			Assets meet service level standards.
			Number of successful grant applications to support asset management.
		Continue to implement asset inspection programs and develop maintenance schedules as required.	Maintenance program developed and implemented.
			Asset inspections completed.
		Develop and implement asset management strategy that considers the needs and sustainability of all Councils assets, and where appropriate plans for their consolidation or renewal.	Asset Management strategy including individual plans / policies developed and maintained for all Council assets.
			All relevant staff are trained in the asset management system.
			KPI's for all staff and signed off by GM.
		Undertake appropriate planning and consultation for development of business plans to support funding applications.	Business plans developed for all service areas.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.8 Attractive presentation of towns and villages.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.8.1	Improve the appearance of our towns.	Develop and implement a long term town beautification plan.	Morundah Plan reviewed and updated.
			Former Urana Plan reviewed and updated.
			Oaklands Plan prepared.
			Boree Creek Plan prepared.
			Rand Plan prepared.
3.8.2	Improve the convenience and amenity of our towns.	Provide connected paths that link the retail/commercial heart.	Continue to construct footpaths/cycleways within the Council as funds permit.
		Coordinate activities and services in town to attract local shoppers and visitors to town centres.	Level and scope of options explored for a Caravan Park and RV Friendly site in Oaklands.
		Work with our businesses to maintain and provide improved services for locals and visitors.	Level of partnership with local businesses and the community undertaken for a product audit and identification of ways to improve products.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.8 Attractive presentation of towns and villages.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.8.3	Improve infrastructure that supports rural business.	Improve television, mobile and internet coverage.	Level of advocacy carried out to improve the television, mobile and internet coverage provided within the Council area.
		Increase the use of rail for freight transportation.	Level of advocacy carried out for the provision of rail freight transport throughout the Council.

## CSP 3 RURAL, URBAN DEVELOPMENT & LOCAL ECONOMY

### 3.9 Improved transport safety.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
3.9.1	Maintain and investigate new public transport options within our Council.	Explore the feasibility of community and public transport.	Level of advocacy carried out on behalf of the Community for the consideration of the public and community transport needs.

## CSP 4: NATURAL ENVIRONMENT

An environment that is protected, enhanced and enjoyed by all

CSP 4 NATURAL ENVIRONMENT			
4.1 A community that actively protects its natural environment.			
DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
4.1.1	Decreased occurrence, spread and impact of weeds and pests throughout our Council.	Develop and implement an education program to inform the community and visitors about the impact of spreading weeds and pests.	Level of assistance provided to ERNWAG in community education initiatives with promotion of information and resources throughout Council's newsletter and website.
		Implement weed management practices.	Response to outbreaks of noxious weeds throughout the Council delivered according to our customer service charter.
4.1.2	Improve our understanding and management of the natural environment.	Develop natural resource management projects.	Level of partnerships with Local Lands Services and other State and Federal Agencies to pursue the Lake former Urana project.
			Reserve Management plans developed for key areas where Council manages the Natural Environment.

## CSP 4 NATURAL ENVIRONMENT

### 4.1 A community that actively protects its natural environment.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
4.1.3	Increase the amount of native flora throughout the Council.	Support the protection of endangered and threatened plant and animal species such as the Oaklands Diuris (Orchid).	Level of partnerships formed with the community, to support ongoing efforts to protect endangered plant and animal species within the Council.
4.1.4	Protect our natural habitats.	Engage young people in the conservation of our natural resources.	Level of support provided to agencies and organisations, that encourage participation in conservation projects such as National Tree Day.
		Explore options for use and protection of the Urana Aquatic Centre and J.M Smith Flora and Fauna reserve in Urana.	Level of support provided to Urana Ski and Aquatic Centre Committee to progress J M Smith Reserve Golf Course.
			Support Urana Ski and Aquatic Centre Committee to progress pedestrian footbridge over the Urana Creek in the J.M Smith Reserve (Urana Aquatic Centre).
			Level of progress carried out on the Urana Aquatic Centre Leisure Centre project in conjunction with the Urana Ski and Aquatic Centre Committee and in consultation with the former members of the Yuluma Cullivel Bus Committee.
		Level of work to develop an alternative water supply for the Urana Aquatic Centre carried out.	

## CSP 4 NATURAL ENVIRONMENT

### 4.1 A community that actively protects its natural environment.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
4.1.5	An environmentally aware community.	Develop and implement an education program to reduce the occurrence of littering throughout the Council particularly during peak tourist periods.	Education program implemented and delivered. Reduced occurrences of littering.
		Encourage the community to be involved in preservation and enhancement of the community.	Level of community members actively engaged in programs and services to preserve and enhance the environment.
		Explore feasibility of developing and implementing green energy solutions within Council.	Number and scope of Green energy solutions developed / implemented.
		Support community driven projects that facilitate community involvement in protecting and preserving the environment.	Number of projects / grant applications supported.
4.1.6	Protection from the impact and spread of weeds and pests throughout our council.	Implement appropriate pest management practices for the control of pests on Council and appropriate public land including cemeteries and the aerodrome and airstrips.	Pest outbreaks addressed within 10 days.
		Implement appropriate weed management practices in response to outbreaks throughout the Council region.	Number of communication activities regarding noxious weeds carried out. Number of and level of response to noxious weed outbreaks.

## CSP 4 NATURAL ENVIRONMENT

### 4.1 A community that actively protects its natural environment.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
4.1.6	Protection from the impact and spread of weeds and pests throughout our council.	Implement appropriate weed management practices in response to outbreaks throughout the Council region.	Murray –Riverina Weeds Action Program targets achieved.
		Support the community to implement appropriate pest management practices.	Implementation of weed education program. Detection of pests in public areas reported to relevant authorities.
4.1.7	Protection of our natural flora and fauna.	Ensure areas of high vegetation and habitat are appropriately protected from the impact of destructive recreational uses.	Areas of high vegetation and habitat are identified and strategies implemented to reduce the impact from destructive recreational use.
		Identify areas of significant natural value and ensure they are provided with high level conservation recognition.	Kyffins Reserve management plan developed. LEP identifies areas of significant natural value and strategies implemented to conserve these areas.



## CSP 4 NATURAL ENVIRONMENT

### 4.2 A Council that leads in environmental sustainability.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
4.2.1	Environmentally responsible development.	Ensure where feasible that all Council and community developments, upgrades and retrofits are carried out with consideration to environmental sustainability.	Environmental sustainability included as standard practice in all development applications for Council buildings and infrastructure upgrades.
4.2.2	Innovative environmental practices.	Consistently consider and promote water protection and conservation practices.	Number of water conservation messages promoted.
		Support initiatives that encourage moving towards a carbon neutral community.	Number of water re-use programs installed.
			Level of recognition of the contribution made by groups and individuals within the community.
4.2.3	Minimise land use impacts on the natural environment.	Deliver waste management services that minimise the impact on the environment.	Former Urana Council Local Waste Strategy finalised and implemented.
		Ensure that all infrastructure works, including roads, are considerate of natural vegetation and fauna.	Regular training and information to Council works staff to facilitate an awareness of protected species provided.

## CSP 4 NATURAL ENVIRONMENT

### 4.2 A Council that leads in environmental sustainability.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
4.2.4	Reduce water use.	Advocate for the effective use of irrigation water and responsible allocations.	Level of participation in relevant discussions, plans and reviews that relate to the water allocation future for our farmers.
		Promote initiatives that support water wise practices and products throughout the community.	Water wise demonstration garden at Urana Council Office completed.

## CSP 4 NATURAL ENVIRONMENT

### 4.3 High standards in water conservation and protection.

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
4.3.1	Protection of our river, lakes and creeks.	Continue to work closely with relevant authorities to improve and protect water quality in waterways and to minimise the impact of recreational use.	Strong relationship with NSW Office of Water formed.
			Number of environmental protection strategies implemented to ensure quality waterways.

## CSP 5: LOCAL GOVERNANCE AND FINANCE

Strong and responsible leadership

### CSP 5 LOCAL GOVERNANCE AND FINANCE

#### 5.1 A community that is informed and engaged in its future

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
5.1.1	A strong involvement in state and federal planning for the region.	Advocate for the needs of the community at a state and Federal level.	Number and scope of representations made on behalf of the community at State and Federal level.
		Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Level and frequency of involvement in cross border-task force meetings and activities.
			Level of appropriate information provided to the community regarding cross-border anomalies.
		Foster and maintain productive relationships with local members, Regional Development bodies and ministers to support opportunities for advocacy.	Outcome of issues represented at a State and Federal level.
			Level of community priorities and needs advocated for when appropriate.

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DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
5.1.1	A strong involvement in state and federal planning for the region.	Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional Organisation of Councils (ROC).	Appropriate membership maintained and participation on state planning and reference committees and ensure they have access to accurate information.
		Take a leadership role in matters of regional significance.	Number and scope of representation at appropriate forums / discussions.
5.1.2	Effective community engagement processes.	Explore the use of technology in Council's communication with its community.	Council's website including social media maintained and upgraded.
		Provide appropriate community engagement.	At least one annual Community meeting provided to present draft budget and plans for the future, as well as communicating works done over the past 12 months.
5.1.3	Representation and acknowledgment of the needs, challenges and characteristics of our communities.	Lead and advocate on key social and community issues.	Level of appropriate information relayed to the community regarding local, regional and national matters.
		Regularly provide up to date and accurate community information to service providers.	Strong relationships with program and service providers maintained to support the dissemination of information relating to the community by attendance Interagency meetings and related events where possible.

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5.1.4	Services that are best placed to meet the needs of our community.	Lobby for protection from crime, fire, anti-social behaviour and other threats to community safety.	Level of support provided to the Rural Fire Services and the State Emergency Service.	
		Provide Library and other community services whilst there is a need and budget allows.	Delivery of Community Services Program's and events within available funding.	
5.1.5	Strong community representation.	Promote opportunities and encourage community representation on relevant boards, committees and organisations.	Level of information provided to the community about participation in local government, in the lead up to Council elections.	
			Number and diversity of community members on boards and committees.	
5.1.6	Timely and appropriate communication with the community.	Continue to explore innovative ways of raising awareness of relevant information, projects, events and decisions.	Number of innovative and diverse actions that support effective communication and engagement with the community implemented.	
			Develop a Communication Strategy that supports effective communication mechanisms across all areas of Council.	Communications strategy developed and implemented for all of Councils operations.
			Development of required policies to support the implementation of the Communication Strategy.	

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### 5.2 A Council that is 'Fit for the Future'

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
5.2.1	Work with NSW Government to achieve amalgamation requirements.	Allocation and implementation of stronger communities projects (\$10m project fund).	Achievement against amalgamation project implementation plan.
		Overall management and implementation of Amalgamation implementation plan (\$5m fund).	Achievement against individual project plans for funded projects.
5.2.2	A compliant Council that is responsive to change.	Corporate Governance and Planning systems enable effective planning and reporting for state and federal government requirements.	100% compliance with all state and federal government reporting and legislative demands.
5.2.3.	A Council that is committed to improving customer service.	Customer Service Charter is promoted throughout organisation and adhered to by all service areas.	98% customer requests completed within timeframes allocated.
			Reduction in customer complaints.
			Service level KPI's in place for all key operational areas.
5.2.4	A quality Council.	Council has systems and processes to support continuous improvement and best practice across all of its service functions.	Policies and procedures in place and implemented with relevant staff for all key functions.
		Council has systems and processes to support recruitment, development, retention and safety of our human resources.	Human resources strategy developed and implemented inclusive of a recruitment, induction and training plan.

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### 5.2 A Council that is 'Fit for the Future'

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
5.2.5	A sustainable, progressive Council with a continuing independent identity.	Advocate for the long term sustainability of our council.	Level of advocacy delivered in partnership with the community for the sustainability of the smaller localities within Council.
		Increase the participation of local people in local government.	Level of opportunities promoted for the community to participate in local decision making through active community engagement processes and effective communications.
5.2.6	Council is financially responsible and sustainable in the short term and in the long term.	Council actively seeks to implement cost reduction strategies across all service areas.	Level of improvements to reporting systems.
			Level of reduced wastage and increased efficiencies reported.
			Number of cost saving and resource sharing strategies implemented.
		Council has a 10 year financial plan (30 year water and sewerage financial plan), four year Delivery Program and one year Operational Plan - and operates within these budgets.	Annual review of rating strategy completed.
			All service delivery and key functions carried out within budget.
			Further special rate variation implemented.



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5.2.6	Council is financially responsible and sustainable in the short term and in the long term.	Council has developed asset management strategies, modeling and plans to protect its assets and resources, inform work programs and reduce depreciation.	Expansion/upgrade expenditure limited.
			Renewal targets set and implemented.
			Asset management and maintenance plans implemented and reviewed annually.
		Council has developed business plans for all of its key service areas and reports against actions in these plans quarterly.	Business plans developed and implemented.
			Quarterly reports submitted.
		Council monitors work effort against work estimate for all capital works projects.	Quarterly cash flow forecasts provided.
5.2.7	Council is proactive in identifying and implementing strategies to mitigate risk.	Governance and reporting register established.	Level of compliance. Outcome of internal and external Audits.
		Risk identification and management strategies reviewed for all areas of council.	Annual review of risk assessments / action plans complete.
		That there is an effective internal and external audit program.	Minimum of three internal audits completed annually. Two external audits annually.

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DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
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5.2.8	Ensure Council staff have the tools and are motivated to provide excellent customer service.	Ensure Council staff participate regularly in professional development.	Number of training opportunities provided that meet the requirements of staff.
		Involve staff in regular community engagement.	Number of opportunities provided for staff to participate in appropriate community projects.
5.2.9	Sound and responsible financial management.	Maximise Councils financial position.	Number of initiatives carried out to maintain and improve Council's financial position.
			Assets and infrastructure maintained to a standard that facilitates long term sustainability and community use.
			Under-utilised Council owned land and buildings reviewed for sale options.
			Service review of Council Swimming Pools undertaken.
			Service review of Waste Management undertaken in accordance with the Waste Management Strategy.

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### 5.3 Government that plans for the needs of the current and future communities

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
5.3.1	A community that has the opportunity to be engaged in decision making at all levels of government.	Continue to ensure the community is kept informed of state and federal government processes impacting the community.	Communications strategy developed and implemented inclusive of distribution of state and federal government processes impacting on the community.
		Continue to review and implement Councils Community Engagement Strategy to ensure that it reflects the most appropriate ways of engaging the community.	Review of Community Engagement Strategy completed.
		Facilitate the distribution of information to the community relating to major community projects that is clear and easy to understand.	Communications strategy developed and actions identified to support the distribution of relevant information to the community.
			Communication plans implemented for all major projects and programs.
		Support the involvement of the community in decision making at all levels of government.	Number of opportunities for community to be involved in decision making processes.
			Participation of community members in Council committees.

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### 5.3 Government that plans for the needs of the current and future communities

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
5.3.2	A strong involvement in state and federal planning for the region.	Advocate for the needs of the community at a state and federal level.	Number and scope of representation made on behalf of the community at state and federal level.
		Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Appropriate information provided to the community regarding cross-border anomalies. Regular involvement in cross border-task force meetings and activities.
		Foster and maintain productive relationships with local members, ministers and regional Development bodies to support opportunities for advocacy.	Community priorities and needs advocated for when appropriate. Outcome of issues represented at a state and federal level.
		Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional,/Joint Organisation of councils.	Regular attendance at appropriate meetings.
5.3.3	Civic Leadership.	Carry out Civic events.	Number of civic events carried out in the community.
		Councillor Development.	Number of opportunities supported and provided for Councillors to receive training.

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### 5.4 Productive and beneficial relationships

DELIVERY PLAN (4 YEARS)		OPERATIONAL PLAN (1 YEAR)	
4 Year Delivery Goal Code	4 Year Delivery Goal	Action	Performance Measure
5.4.1	Engaged partners in achieving outcomes.	Ensure regular communication between partners/stakeholders responsible for achieving priorities within the Community Strategic Plan.	Communications strategy includes actions relating to stakeholder management and engagement.
5.4.2	Strong community based partnerships.	Provide appropriate support to community based partnerships that aim to deliver sustainable outcomes for the community.	Number of partnerships supported.
		Support a coordinated approach to funding applications, long term strategic planning and program implementation for groups, committees and clubs within the Council.	Information on funding opportunities distributed to appropriate community organisations/members. Community profiles available on Council's website to support preparation of grant applications.
		Support the community to access grant workshops that support the capacity of community groups to access funding.	Number of grants workshops facilitated and local community groups in attendance.