

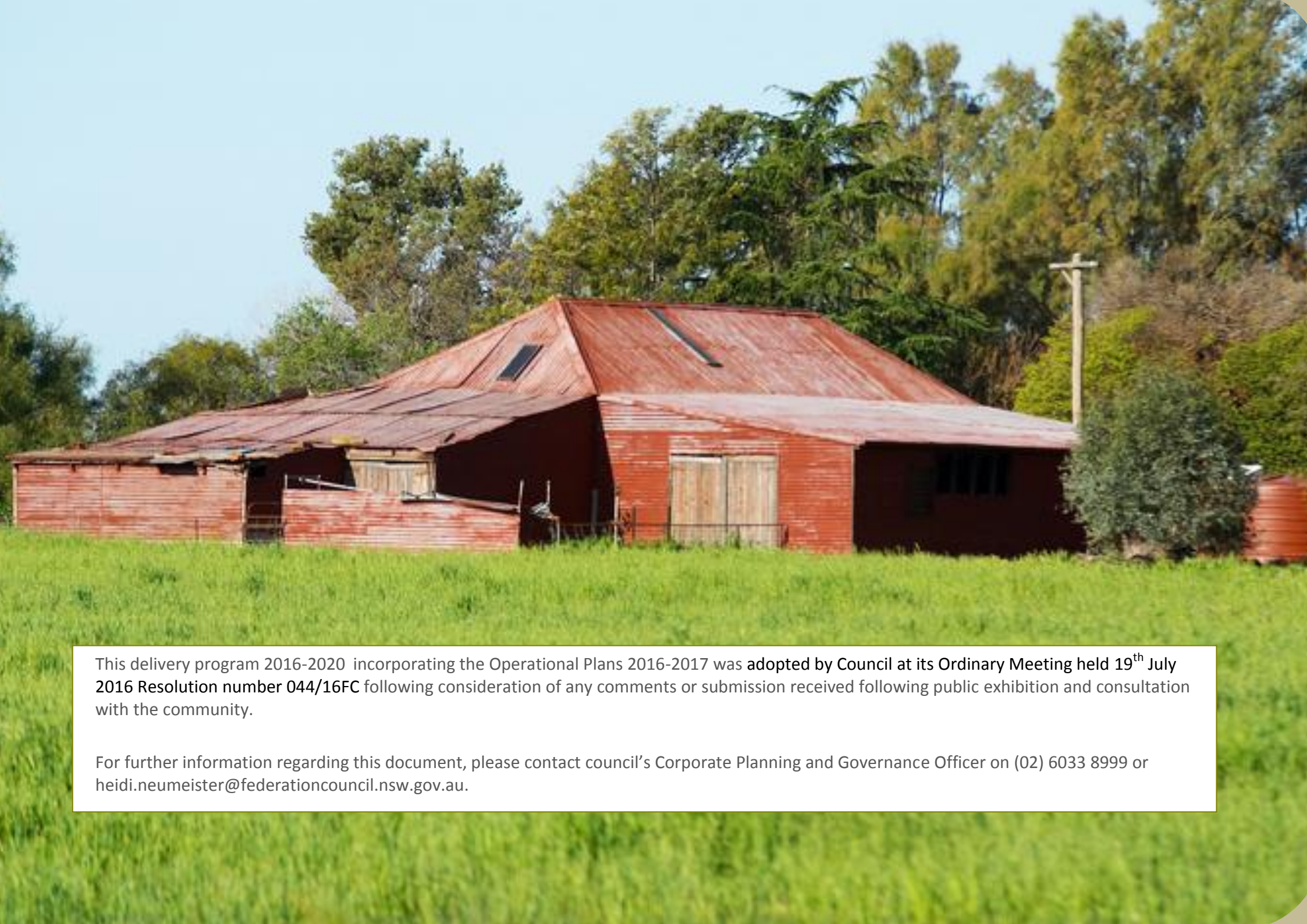


# FEDERATION COUNCIL

DELIVERY PROGRAM 2016 – 2020

Incorporating the OPERATIONAL PLANS 2016 – 2017



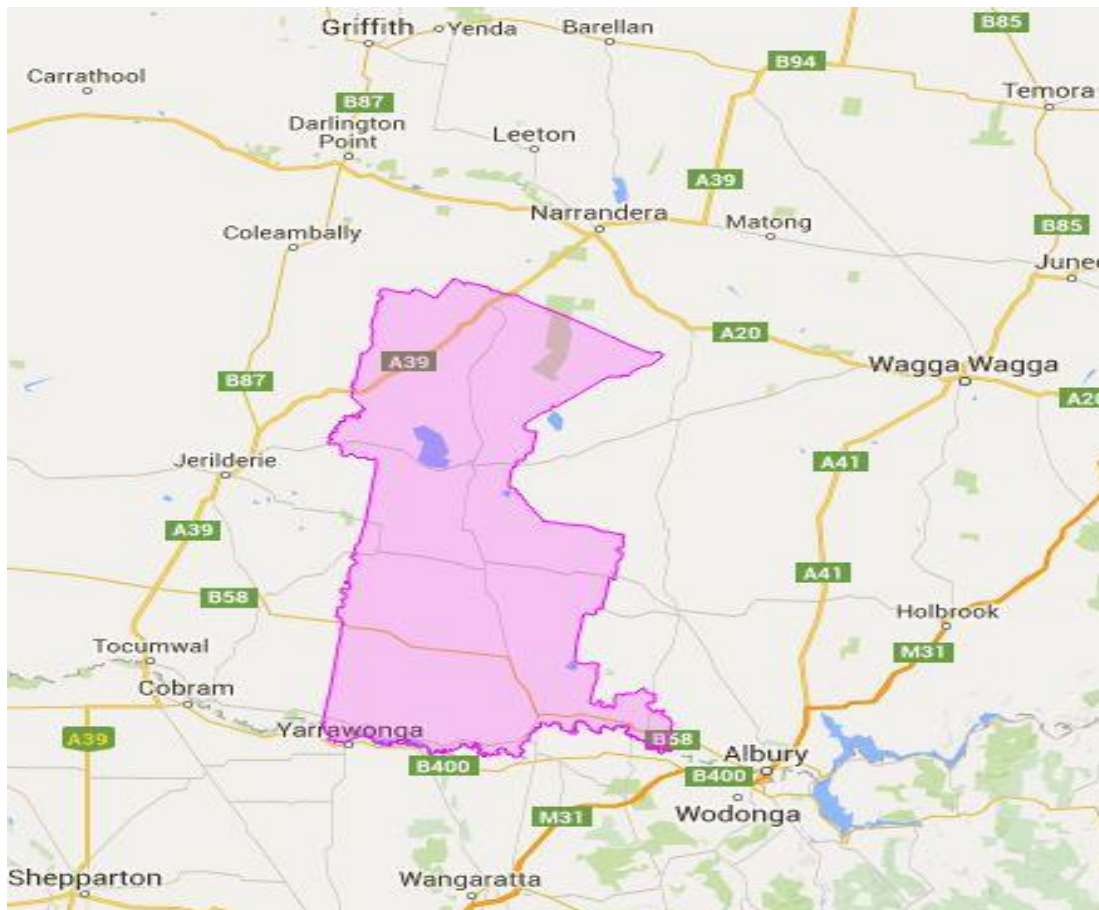


This delivery program 2016-2020 incorporating the Operational Plans 2016-2017 was adopted by Council at its Ordinary Meeting held 19<sup>th</sup> July 2016 Resolution number 044/16FC following consideration of any comments or submission received following public exhibition and consultation with the community.

For further information regarding this document, please contact council's Corporate Planning and Governance Officer on (02) 6033 8999 or [heidi.neumeister@federationcouncil.nsw.gov.au](mailto:heidi.neumeister@federationcouncil.nsw.gov.au).

**FEDERATION COUNCIL** was formed on 12<sup>th</sup> March 2016 as a result of an amalgamation of the former Corowa Shire and Urana Shire Councils and is so named according to the proclamation announced under the *Local Government Act 1993*.

## SNAPSHOT OF FEDERATION COUNCIL



**Size:** 5'685 square kilometres

**Population:** 12'602

**Towns and Villages:** Balldale, Boree Creek, Coreen, Corowa, Daysdale, Howlong, Lowesdale, Morundah, Mulwala, Oaklands, Rand, Rennie, Savernake, Urana

**Median Age:** 47

**Main Industries:** Agriculture, Forestry and Fishing / Manufacturing

*Source: ABS NSW Regional Statistics 2011*



## MESSAGE FROM THE GENERAL MANAGER

On the 12th May 2016 the Federation Council was proclaimed following the amalgamation of the former Corowa Shire and Urana Shire Councils.

The amalgamation aims to achieve alignment of the former council's long term plans with the key objective of realising greater efficiencies and sustainable communities. This is an exciting time for the community and notwithstanding some expected challenges; we are anticipating significant rewards in terms of improvements to infrastructure and key services. This process will require a detailed dialogue with stakeholders to ensure we identify the key priorities for our new community. This consultation process will culminate in the development of a new Federation Council Community Strategic Plan, to be finalised by 30 June 2018. The fully integrated delivery program will be for the period 1 July 2018 to 30 June 2021.

As we move through the process of amalgamation, it is imperative that we work together to achieve the best possible outcomes. Understanding shared value will be a key driver and will present us with a fresh new platform from which we can work together moving forward to identify opportunities and realise our region's potential. There will be many opportunities to review and improve services and infrastructure and we look forward to doing this in partnership with the community.

In the interim, Federation council's operational plan for the period 2016-2017 will have a core focus on continuing to deliver the services of both the former councils as per the proclamation and this is my commitment to the community.

I would like to take the opportunity to extend my sincere thanks to the former Mayor and Councillors of the Corowa and Urana Shire Council's, each of whom has had a large role to play in the development of the attached draft operational plans, including budgets, fees and charges.

**Chris Gillard**  
**General Manager**



## FEDERATION COUNCIL INTEGRATED PLANNING AND REPORTING requirements are

governed by the Local Government Act 1993. The NSW Local Government Act 1993 requires every NSW council to develop a minimum ten-year Community Strategic Plan (CSP), informed through community engagement. The CSP is each council's principal planning document, informing asset management and service provision planning in the form of a delivery program and an operational plan. Generally, each newly elected Council will be responsible for preparing a new Delivery Program in response to the Community Strategic Plan and will be held accountable for implementing the program. The outgoing Council is required to report to the community on what it has achieved in its term. These are working documents and as such will be under regular review and will be formally reviewed on an annual basis.

The requirement for new Councils proclaimed under the Act is for the delivery program and community strategic plan to be fulfilled by the corresponding plans of the former councils until a new program and plan is prepared following the first election in September 2017. Subsequent to this election, Council will undertake significant discussion and consultation with community to develop its new community strategic plan for Federation Council. This will be used to guide the objectives and activities for the next three (3) years from 1 July 2018 to 30 June 2021 in the new Federation Council Delivery Program to be in place by 30 June 2018.

This document outlines the programs that Federation Council will undertake over the next four (4) years to progress the outcomes identified in the Community Strategic Plans of each of the former Shire Councils of Corowa and Urana. These plans may be accessed on the Federation Council website. Actions outlined in this document are shown under each of the former respective Councils as per their existing Delivery Program and Operational Plans and should be read in conjunction with the attached draft budget outlining Federation Councils financial commitment to the proposed actions.

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## FORMER COROWA SHIRE COMMUNITY ASSETS

Council is responsible for the maintenance and renewal of 15,546 community assets which include:

- Local road network with around 1,444km's of road.
- Town water supply including 177km's of water mains and 5,000 connections.
- Town sewer with 155km's of sewer mains.
- Over 48km's of Footpaths.
- Buildings including halls, libraries, and public toilets.
- Facilities such as swimming pools, airports, saleyards
- Cemeteries and aged care facilities
- Parks, gardens, playground and storm water drainage

The total replacement value of Council managed community infrastructure is currently estimated at \$435,838,000. However this infrastructure has a current value of \$335,141,000 and is depreciating at an annual rate of \$6,245,000.





## FORMER COROWA SHIRE HISTORY AND DIVERSITY

### Our Heritage

Less than half of the population has Australian ancestry (42.6%) with a similar percentage having English heritage (42.1%). Irish, Scottish and German ancestry made up most of the remaining population (30.1%). Most residents (87.8%) were themselves born in Australia. Of the 7.3% who were born overseas, the most prevalent countries of birth were United Kingdom, New Zealand, Germany, Philippines, Netherlands, and the USA.

### Our Employment and Industry

Almost 40% of residents are employed (95% of the total labour force). Of those, approximately 62% are employed full-time, 35% are employed part-time and 4.8% are unemployed and looking for work.

The current unemployment rate (Dec quarter) for is 7.67% (ABS: Labour Force Survey cat. 6202.0) which is comparable to the regional NSW average of 7.10% and higher than the State and National average of 5.3% and 5.9% respectively.

The economy is largely driven by Manufacturing, which accounts for 22.5% of the total employment. Almost 800 local businesses have established themselves in the shire across a range of sectors, contributing to \$0.48billion of the Gross Regional Product.

### Our Serving Community

Almost one quarter of the community participate in some form of voluntary work, (22.6%) higher than the regional NSW average of 20%.

### Our Finances

Home owners made up 71% of households compared to 19.7% who were renting privately and 1.4% in social housing in 2011.

### A snapshot of who we are

Key statistics	Corowa Shire
Population	11, 746
Median age	47
Average household size	2.29
Median weekly household income	\$873
Couples with children	23.5%
Older couples without children	16%
Median weekly rent	\$180
Unemployment	7.67%
Gross Regional Product	\$0.47 billion
Largest industry	Manufacturing

*\* A more detailed community profile is available on Council's website.*

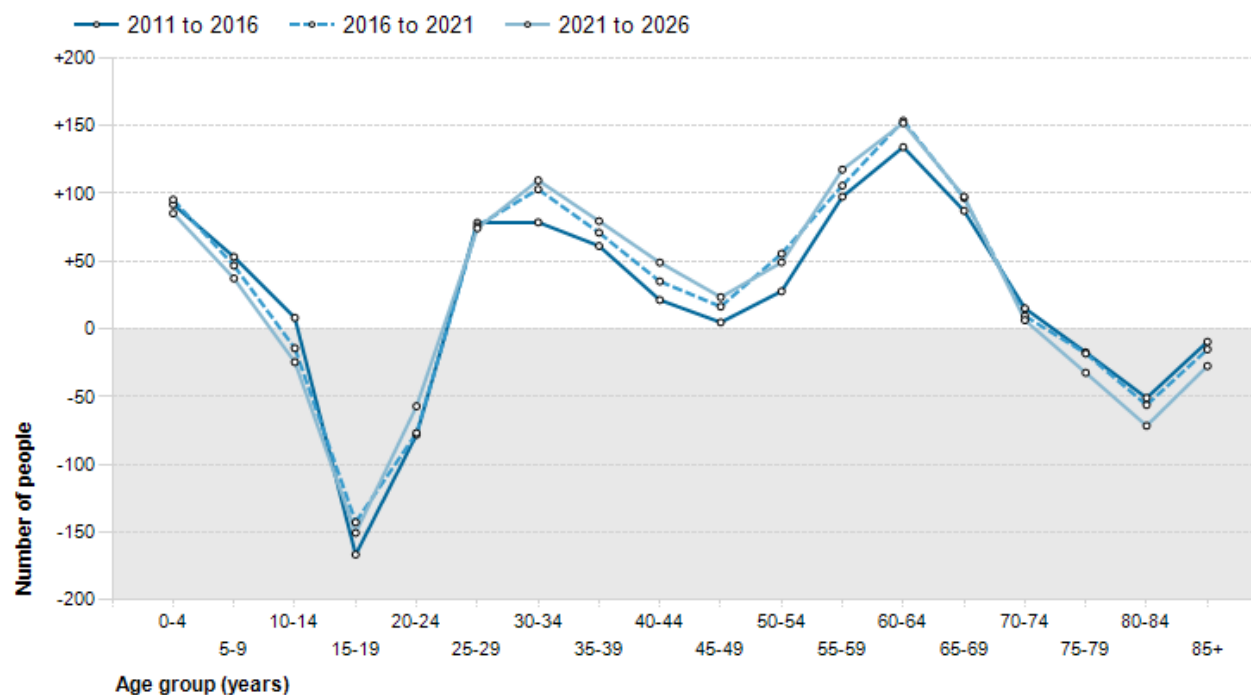
## FORMER COROWA SHIRE AGE AND EXPECTED GROWTH

### Our Age and Expected Growth:

The Corowa Shire had a lower proportion of pre-schoolers and a higher proportion of persons at post retirement age than Regional NSW in 2011. Parents and homebuilders were the fastest growing service age group (up 17.7% from 2006-2001), and the role of Corowa Shire as a destination for families and retirees is expected to continue over the next 10 years with 60-64 year olds expected to have the highest net migration in the Shire over between 2016 and 2021. Playing a key role in this growth is the assumption of an additional 58 dwellings per annum to 7,114 by 2036 enabling relocation of households from other areas or the emergence of new households (such as young people leaving the family home or separations/divorces).

### Forecast net migration by age group

Corowa Shire Council



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, August 2014.

.id  
the population  
experts

## FORMER COROWA SHIRE MISSION AND VISION

### OUR MISSION

To provide for a range of community needs and encourage environmentally acceptable development in the region

### OUR VISION AND VALUES



#### Excellence

We will take pride in providing quality and value for money services and we will continually strive for improvement.

#### Integrity

We will be open, respectful and truthful in our dealings.

#### Accountability

We will take responsibility for our actions and be consistent in the application of our principles, policies and process.

#### Innovation

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

#### Responsiveness

We will be accessible to the community and make timely and informed decisions.

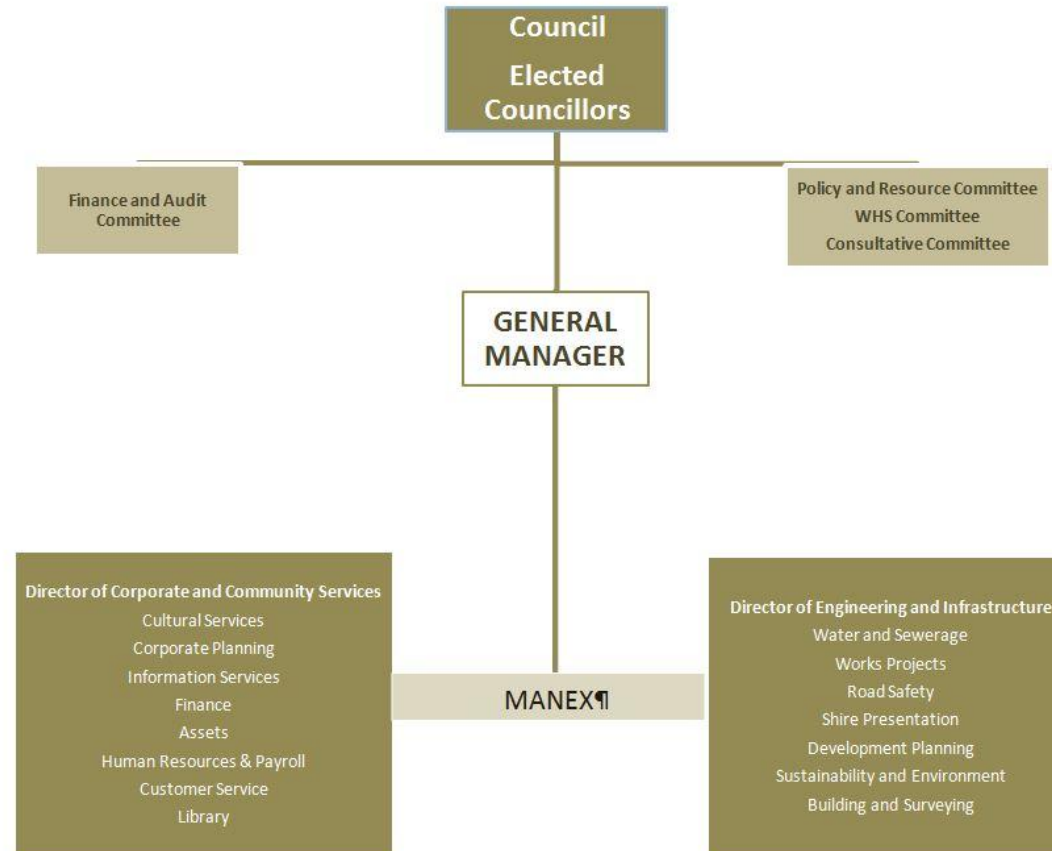
#### Teamwork

We will foster an enjoyable workplace where people feel supported and respected, are empowered and have the opportunity to grow.



## FORMER COROWA SHIRE ORGANISATIONAL STRUCTURE

Corowa Shire Council employs a total of 108 equivalent full time staff. The diagram below shows the senior management structure at Council.



## 2022 - A vision for our future

*We are a community built on our strengths – our natural beauty, our land, our opportunities and our people.*

*We embrace and celebrate our rich history; whilst at the same time continue to be excited in our plans for the future.*

*We are inclusive, welcoming and compassionate. We are deeply committed to protecting our families, our environment, and our economy.*

Our Community Strategic Plan is our shire's principal planning document, and will support the development of our community, economy, environment, infrastructure and our connections, addressing a broad range of issues that are relevant to our whole community.

Our desired vision for our community can only be achieved through close co-operation, support and partnerships between Council, state agencies, private industry, community groups and individuals in the implementation of our Plan.

Our Delivery Program has been prepared in response to the Community Strategic Plan and is updated annually with an Operational plan and financial estimates. Council service areas have individual business plans with more detailed actions to be carried out in support of the priorities outlined in the Delivery Program. Reporting mechanisms within Council ensure the priorities remain our key focus throughout the year.

Council commends all the dedicated residents, service providers and stakeholders who contributed to the development of the Community Strategic Plan and look forward to continuing to work closely with the community in the implementation of this Delivery Program and Operational Plan.

## FORMER COROWA SHIRE – COMMUNITY ENGAGEMENT

To clearly understand the issues facing our community, the elements of our community that our residents value, and our communities aspirations, we embarked on a comprehensive community engagement process with residents outlined below.

Activity	Date	Response
Community Comment Boards	May 2011	150 comments received
Community Survey	August – September 2011	230 surveys received
Young People Focus Groups	June 2011	45 young people
Youth Survey	June 2011	95 surveys received
Primary school consultations	Sept – Oct 2011	Over 150 students participated
Preschool consultations	June 2011	30 students participated
Stakeholder Workshops	A number of stakeholder workshops were held covering the areas of: <ul style="list-style-type: none"> <li>• Community</li> <li>• Health</li> <li>• Aged services</li> <li>• Children and young people</li> <li>• Sport and recreation</li> <li>• Business</li> </ul>	Over 100 people attended the workshops
Community Action Meetings	September 2011	54 people attended three meetings
Community Survey	March 2013 – all Corowa Shire residents	97 responses
Promotion draft	Dec 2013 and May 2014	
Community survey	February 2015 – Howlong residents	134 responses
Community meetings	Community information sessions held in Corowa, Howlong, Mulwala, Rennie and Daysdale.	170 residents attended 5 meetings
Community survey	March 2015 – all Corowa Shire residents	283 responses
Community meeting	April 2015 - Urban Design Framework workshops / underway	
Community meetings	Amalgamation / Fit for the Future Feb 2015 – Feb 2016	
Community survey	Rural communities priority survey May 2016 / underway	



## FORMER COROWA SHIRE – WHAT THE COMMUNITY TOLD US

- The opportunities that we have to come together, enjoy our community, and experience our environment, are very important to us and our sense of identity. Our events and celebrations are also significant ways that we attract people to our Shire.
- We recognise the importance of opportunities for our families to participate in affordable, safe and healthy activities together. We believe that it is important to continue to focus on providing these opportunities to the families of our communities and our visitors.
- Whilst we have long been known as a welcoming and enjoyable place to retire, we would also like to be known as a wonderful community to raise a family. We believe that we should focus on attracting young families to our Shire to ensure that our community is a place with strong social connections and opportunities.
- The Murray River and Lake Mulwala are enormous parts of our community identity and we would like to make sure that they continue to be seen as key aspects of our community.
- Whilst our Shire has three larger towns, we also have several rural communities which enormously contribute to the social, economic and cultural aspects of our community. We need to ensure that we continue to remain focused on supporting our small rural communities and work to support their long term sustainability.
- We understand that part of living in a rural area means that we will not have all the services which are provided in larger areas; however it is vital to us that we have high quality, accessible and affordable health and education services within our community.
- Our roads are of significant importance to us in our Shire – they are not only the way we move around our Shire but they support the agricultural, industrial and tourism sectors. It is important to us as a community that our roads continue to improve and they are safe and accessible for the community, industry and visitors.
- The footpaths throughout our Shire play an important role in our daily life and we would like to see them improved and extended throughout our communities.
- Our swimming pools are valued within our communities and we would like to continue to advocate for the ability to upgrade and redevelop our facilities.
- Tourism is very important to the community and we recognise it as a significant opportunity to grow our economy and develop opportunities.
- We would like to see an increase in the retail offerings that our CBDs provide. As our main streets develop we would like them to grow to become dynamic, exciting and inviting places to shop, socialise and spend time.
- Our natural environment is vital to our economy, our identity and our lifestyle. We are passionate about protecting it today and for our future
- It is important that our community has the opportunity to be involved in decision making processes.
- As a community we want to remain up to date about large community projects.
- As a community we understand the need for our community vision to be achieved together, with increased focus on community driven initiatives.

## FORMER COROWA SHIRE – WHAT THE COMMUNITY TOLD US

The following key strategic directions reflect what our community told us about their main concerns and priorities for the future. They also reflect Council's priorities – based on knowledge about our future, our present and our history.

These strategic directions will help Council, our stakeholders and our community work and focus together to achieve our vision for the future.

Priority Area	Page Number
Priority Area 1 Community and Culture – (A dynamic and vibrant community)	17
Priority Area 2 Infrastructure and Services – (Infrastructure and Services)	29
Priority Area 3 Rural and Urban Development – (Quality and sustainable infrastructure)	35
Priority Area 4 Local Economy – (A prosperous and resilient economy)	43
Priority Area 5 Natural Environment – (A protected and valued natural environment)	49
Priority Area 6 Local Governance and Finance – (Strong and responsible leadership)	54

### OUR OBJECTIVES

1. Administration - To employ effective management and income generating systems for the benefit of the community.
2. Community Development - To provide a safe and healthy living, working and recreational environment.
3. Environment - To protect and preserve the sensitive environment of the Corowa Shire area.
4. Roads and Transport - To develop and maintain a safe and efficient road and transport network throughout the Shire area.
5. Tourism - To promote the development of tourism and tourist facilities, whilst preserving the Tourism features of the Corowa Shire.
6. Economic Development - To promote economic development in a way that balances development with consideration of the environmental.

# HOW TO READ THE FORMER COROWA SHIRE DELIVERY PROGRAM AND OPERATIONAL PLAN

The **Community Strategic Plan (CSP)** is the Corowa Shire Council's peak visionary document. The CSP articulates the community's priorities and is supported by the Resourcing Strategy. **The Delivery Program** is the leading document for all principal activities undertaken by Council during its term in office (years one to four of the Community Strategic Plan) and is informed by the Resourcing Strategy. This document includes a **4 year Delivery Program** and a **1 year Operational Plan** that outline how the goals within the Community Strategic Plan will be achieved. These documents refer specifically to the actions that are the responsibility of Council to implement. The **Operational Plan** details the key activities of the current year in the Delivery Program and are strongly aligned to business plans for each department. The following outlines the different layers to this document:

## PRIORITY AREA 5: NATURAL ENVIRONMENT

COMMUNITY PRIORITY: A PROTECTED AND VALUED NATURAL ENVIRONMENT [CSP 5]

WHAT THIS LOOKS LIKE IN THE LONG TERM FUTURE

- Indigenous flora and fauna is flourishing
- Residents are more active in pest management and choose flora and fauna protection

COMMENTARY: THE COMMUNITY IDENTIFIED THE FOLLOWING KEY AREAS OF IMPORTANCE

- Our natural environment is vital to our economy, our identity and our lifestyle – we are passionate about protecting it today and for our future
- We need to protect our natural and agricultural environments from the impact and spread of weeds and pests.

OUTCOME: A COMMUNITY THAT ACTIVELY PROTECTS ITS NATURAL ENVIRONMENT

DELIVERY PROGRAM 2016-2020 (Long term Goal)	OPERATIONAL PLAN 2016 – 2017 (short term activities)	
	Strategies	Indicators of progress
5.1.1 An environmentally aware community	Encourage the community to be involved in preservation and enhancement of the community	Community members are actively engaged in programs and services designed to preserve and enhance the environment.

Alignment with CSP Priority Areas

How we will know we achieved our long term objectives

Community Strategic Plan Outcome

Community Strategic Plan Objective

Annual activity towards reaching long term goals.



## PRIORITY AREA 1: COMMUNITY AND CULTURE

### COMMUNITY GOAL: A DYNAMIC AND VIBRANT COMMUNITY [CSP 1]

#### WHAT THIS LOOKS LIKE IN THE LONG TERM FUTURE

- Community groups will be active, sustainable and inclusive
- People in our community have the opportunity to volunteer and are engaged in community life
- All our communities are well planned, safe and accessible
- There are a wide range of sporting and cultural activities provided within our community for people to participate in
- Our events are well planned and well attended
- Our children, young people and older residents are active and supported

#### COMMENTARY: THE COMMUNITY IDENTIFIED THE FOLLOWING KEY AREAS OF IMPORTANCE

- The opportunities that we have to come together, enjoy our community, and experience our environment, are very important to us and our sense of identity. Our events and celebrations are also significant ways that we attract people to our shire.
- As a community we recognise the importance of opportunities for our families to participate in affordable, safe and healthy activities together. We believe these opportunities must continue to be provided to the families of our communities and our visitors.
- Whilst we have long been known as a welcoming and enjoyable place to retire, we would also like to be known as a wonderful community to raise a family. We believe that we should focus on attracting young families to our shire to ensure that our community is a place with strong social connections and opportunities.
- We would like our community to remain committed to raising our children and young people together. It is vital to not just our younger generations but to the strength of the community as a whole that we provide support and opportunities to our young people.
- The River and Lake are integral to our community identity and we want them to remain to be seen as key aspects of our community.
- Whilst our shire has three larger towns, we also have several rural communities that enormously contribute to the social, economic and cultural aspects of our community. We need to remain focused on supporting our small rural communities and work to support their long term sustainability and prosperity.
- As a community we acknowledge that we need to work together to ensure that we are a vibrant and thriving place. We need to embrace new residents, new opportunities and new challenges to make sure we continue to grow and prosper.

## OUTCOME: AN INCLUSIVE, CONSIDERATE AND WELCOMING COMMUNITY. [CSP 1.1]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>1.1.1 A community that supports people of all abilities, backgrounds and cultures.</b>	1.1.1.1 Work to ensure that people in the community have access to services and facilities throughout the shire.	Priorities within the Social and Cultural Plan implemented.
	1.1.1.2 Ensure the needs people with a disability and culturally and linguistically diverse residents are considered in the provision of community activities, events and programs.	Accessibility for all people and all abilities is available at all council events and activities.
	1.1.1.3 Continue to recognise and support the Indigenous community throughout the shire.	Consideration of Indigenous culture in planning and delivery of initiatives.  Number of opportunities to raise awareness and include indigenous culture.
	1.1.1.4 Promote events and opportunities throughout the shire that recognises and celebrate the diversity within our community.	Number of events conducted and opportunities promoted.
	1.1.1.5 Ensure that Council publications and communication reflect the diversity of the community.	Number of articles and publications developed and circulated.
<b>1.1.2 A place of diverse opportunities and resources for young people.</b>	1.1.2.1 Develop and implement the <i>Corowa Shire Youth Strategy</i> in partnership with schools, services and young people that supports the positive engagement of young people within community life.	Youth mapping and needs analysis complete and strategy developed.  Implementation of Youth Strategy actions.
	1.1.2.2 Promote community, sporting, education and academic leadership opportunities for young people within our community throughout Council publications and on Council's website.	Number of leadership opportunities promoted.  Number of education and training opportunities for young people supported.

	1.1.2.3 With guidance and direction from the <i>Youth Strategy</i> , 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.
	1.1.2.4 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.
	1.1.2.5 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.
	1.1.2.7 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.
<b>1.1.3 A community that embraces and provides for older residents.</b>	1.1.3.1 Continue to understand the demographics, trends, challenges and opportunities that are facing our older residents.	Service mapping completed and strategy developed.  Implementation of Ageing Well Strategy
	1.1.3.2 Celebrate and facilitate the positive contribution that our older residents make to our community.	Celebration of Seniors Week.  Ongoing distribution of "Ageing Well" resource.  Recognition and celebration in Council communication.
<b>1.1.4 A community that welcomes new residents and families.</b>	1.1.4.1 Support the community with activities and projects that welcome new residents to the community.	Number of new residents packs distributed.
<b>1.1.5 Strong and vibrant rural communities.</b>	1.1.5.1 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.

	1.1.5.2 Support and encourage projects that encourage and facilitate the celebration and protection of our rural history through the collection of stories and experiences.	<p>Projects supported and historic stories documented.</p> <p>Historical information provided through Corowa Shire Libraries.</p>
	1.1.5.3 Explore online opportunities to support the recording / promotion of the shires history.	Support provided for online recording and documentation of historic photographs and written material.



## OUTCOME: A COMMUNITY THAT SUPPORTS AND PROVIDES OPPORTUNITIES FOR OUR FAMILIES. [CSP 1.2]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>1.2.1 A supportive community for our families</b>	1.2.1.1 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.  Consideration of the needs of families in long term planning of community facilities and programs at a State and Federal level.
<b>1.2.2 Opportunities for our families to interact.</b>	1.2.2.1 Review and set priorities for the consolidation and/or renewal of Playgrounds within the region.  Establish one central focal playground for each township.	Playground Masterplan completed.
	1.2.2.2 Explore the feasibility of developing a key community playground in partnership with community and businesses.	Feasibility study completed.  Development of community playground.
<b>1.2.3 A community that prioritises the protection and growth of our children.</b>	1.2.3.1 Continue to meaningfully engage children in community life.	Festival of Fun for Kids delivered biannually.  Level of community involvement in delivery of the event.  Level of attendance and community support.
	1.2.3.2 Continue to support a range of services, activities and groups that support children and their families.	Delivery of children's programs through libraries.  Level of support for groups and organisations delivering services to support children and families.  Implementation of priorities within the Social and Cultural Plan.

	<p>1.2.3.3 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.</p>	<p>Programs supported and delivered.</p>
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## OUTCOME: ENGAGING EVENTS AND CELEBRATIONS. [CSP 1.3]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>1.3.1 An exciting and diverse calendar of events.</b>	1.3.1.1 Support a coordinated approach to the planning, promotion and implementation of events throughout the Shire.	Development and implementation of an Events Strategy.  Preparation and promotion of monthly and annual Calendar of Events.
	1.3.1.2 Support the delivery of major municipal events.	Implementation of Tourism and Events Grant program.  Number of major events supported and delivered.
	1.3.1.3 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.  Ongoing review and promotion of event manual to support event organisers.
	1.3.1.4 Encourage event organisers to consider sustainable event management principles in accordance with event international standards.	ISO Sustainable event guidelines distributed to community groups.

## OUTCOME: A SHIRE OF EXCELLENCE FOR SPORT AND RECREATION. [CSP 1.4]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>1.4.1 Well planned recreation facilities.</b>	1.4.1.1 Ensure a place making approach is taken for all open space and water foreshore developments within the shire.	Implementation of: <ul style="list-style-type: none"> <li>Corowa Riverfront Masterplan.</li> <li>Lonsdale Reserve Masterplan.</li> <li>Low Square Masterplan.</li> </ul> Development and implementation of a Mulwala Foreshore Masterplan. Participate in pilot Crown Lands Review.
	1.4.1.2 Continue to support recreation management committees.	Level of support provided to all recreation management committees.
	1.4.1.3 Adopt whole of community approach to planning of recreational facilities to ensure development of infrastructure meets the changing needs of our communities and facilitates new sports and diverse use.	Recreation Strategy developed.
	1.4.1.5 Support community groups and clubs in the development of projects securing of funding.	Number of funding applications submitted and amount of funding obtained.
	1.4.1.6 Development of a new swimming pool for Corowa.	Corowa Swimming Pool business plan updated Development of project plans Progress of Corowa Swimming pool upgrade.
<b>1.4.2 Diverse and sustainable recreation facilities.</b>	1.4.2.1 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.

	1.4.2.2 Provide appropriate support to sporting groups and clubs to assist in the development of business plans.	Business planning sessions delivered.
	1.4.2.3 Support sporting clubs and groups in their bids for large scale sporting events.	Large scale sporting events identified and included in Recreation and Events Strategy's.
	1.4.2.4 Continue to promote the Shire's sporting facilities, venues and assets.	Level of ongoing promotion of facilities and venues.
	1.4.2.5 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.
	1.4.2.6 Ensure integrity of existing pathway network through regular maintenance inspections and appropriate works.	Annual audits conducted and maintenance works scheduled.
	1.4.2.7 Promote footpath and cycle way network.	Walking and cycle paths promoted.



## OUTCOME: A CREATIVE COMMUNITY. [CSP 1.5]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>1.5.1 Creative community spaces.</b>	1.5.1.1 Ensure all artistic spaces are inclusive, welcoming and well promoted.	Implementation of priorities within the Social and Cultural Plan.  Promotion of exhibition, programs and activities program.
<b>1.5.2 Opportunities for all community members to participate in and enjoy the arts.</b>	1.5.2.1 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.	Number of opportunities provided for children and young people to be involved in arts and culture activities.
	1.5.2.2 Provide a diverse range of opportunities for all people within the community to participate in.	Continued support of Murray Arts in the community.  Volunteering opportunities provided.  Ongoing involvement of the Corowa Arts Advisory Committee.

## OUTCOME: AN EMPOWERED AND ACTIVE COMMUNITY. [CSP 1.6]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>1.6.1 High levels of involvement across our community.</b>	1.6.1.1 Provide ongoing support to community groups, clubs and committees to encourage diverse and representative membership and involvement.	Ongoing support provided.
<b>1.6.2 Continue to facilitate community driven projects that respond to identified community needs.</b>	1.6.2.1 Encourage participation of volunteering throughout the shire.	Promotion of volunteer opportunities conducted and additional volunteers recruited.
	1.6.2.2 Work with schools to support and encourage young people's involvement with volunteering opportunities within the shire.	Schools consulted and actions included on Corowa Shire Youth Strategy.  Number of young people volunteering within community.
	1.6.2.3 Celebrate the contribution made by volunteers to the community throughout the shire.	Volunteers publicly acknowledged and thanked as part of Volunteer Week celebrations.  Implementation of Citizen of the Year Awards.
	1.6.2.4 Facilitate the delivery of exciting and engaging library services throughout the shire.	Number of library members.  Programs and activities delivered.  Level of services available.

## PRIORITY AREA 2: INFRASTRUCTURE AND SERVICES

### COMMUNITY GOAL: EFFECTIVE AND ACCESSIBLE SERVICES [CSP 2]

#### WHAT THIS LOOKS LIKE IN THE LONG TERM FUTURE

- Services delivered within our community consider the long term priorities and needs of our communities
- Our education, health and emergency services are effective, high quality and responsive
- We are a safe and well protected community

#### COMMENTARY: THE COMMUNITY IDENTIFIED THE FOLLOWING KEY AREAS OF IMPORTANCE

- We understand that part of living in a rural area means that we will not have all of the services that are provided in larger areas; however it is vital to us that we have high quality, accessible and affordable health services within our community. As we are an ageing population this priority will continue to grow in the future and we need to be prepared.
- Our education is an important part of why people live within our shire, and we know that it play a huge role in the future of our community. As a community we appreciate the enormous work our schools contribute and it is a priority that the long term sustainability of all our schools, especially our small schools, is protected.
- In recent years we have seen some of our neighbouring communities respond to significant emergencies and times of crisis. We need to be prepared for potential emergencies of our own. This includes access to appropriate levels of emergency services as well as high levels of volunteering within our communities.
- We need to ensure that our families have access to high quality, flexible and responsive children's, aged and disability services to support a community that is healthy, happy and resilient.

## OUTCOME: EFFICIENT AND HIGH QUALITY SERVICE DELIVERY. [CSP 2.1]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>2.1.1 Services that are planned and delivered with consideration to the changing needs of the community.</b>	2.1.1.1 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.
	2.1.1.2 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.	No reduction in state and federal community resource levels.
	2.1.1.3 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.
	2.1.1.4 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.

## OUTCOME: EFFICIENT AND HIGH QUALITY SERVICE DELIVERY. [CSP 2.1]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>2.1.2 Coordinated service delivery.</b>	2.1.2.1 Develop mechanisms that continue to support the appropriate distribution and promotion of service information throughout the shire.	Communications strategy developed.  Service level KPI's in place for all key operational areas.
	2.1.2.2 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.
	2.1.2.3 Support the exploration of best practice opportunities relating to the co location of services within our communities.	Ongoing advocacy and participation in appropriate discussions with external service providers.
<b>2.1.3 Improved understanding and utilisation of available services.</b>	2.1.3.1 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.
	2.1.3.2 Continue to support the Corowa Shire Interagency group.	Attendance at Interagency Group meetings.



## OUTCOME: HIGH QUALITY EDUCATION FOR PEOPLE OF ALL AGES. [CSP 2.2]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>2.2.1 Education that supports the diversity of our community and provides opportunities.</b>	2.2.1.1 Where appropriate, advocate for and support the long term sustainability and inclusion of the small rural schools within the shire.	Sustainability of small schools. Small schools participate in relevant activities, events and projects conducted by Council.
	2.2.1.2 Advocate for the delivery of integrated education facilities and programs.	Long term sustainability of Corowa TAFE. Number of relevant meetings attended to advocate for education opportunities.

## OUTCOME: HEALTH SERVICES THAT SUPPORT A HEALTHY COMMUNITY. [CSP 2.3]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>2.3.1 A range of services that promote a healthy life.</b>	2.3.1.1 Continue to support and promote health programs, initiatives and healthy choices throughout the community.	Number of health initiatives and programs supported. Number of healthy lifestyle messages promoted.
	2.3.1.2 Continue to provide, maintain and promote facilities and assets throughout the shire that encourage and support healthy and active lifestyle choices.	Number of recreational facilities provided and promoted on Council.
<b>2.3.2 High quality health services.</b>	2.3.2.1 Continue to support the community in the priority to retain hospital, emergency and medical services locally.	Continued presence of health and community services.
	2.3.2.2 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.

## OUTCOME: A COMMUNITY PROTECTED AND PREPARED FOR EMERGENCIES. [CSP 2.4]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>2.4.1 Services to protect our community.</b>	2.4.1.1 Advocate for the adequate provision of responsive police and emergency services throughout our community.	Involvement in advocacy initiatives conducted.
	2.4.1.2 Continue to support crime prevention initiatives throughout the community, including those relating to anti social activities and responsible drinking.	Number of initiatives supported.  Decreased crime rates.  Implementation of alcohol free zones.
	2.4.1.3 Facilitate and support the Community Safety Committee to develop and implement its annual community safety plan.	Annual community safety plan developed and implemented.
	2.4.1.4 Education and enforcement of regulatory controls and local laws to protect the community.	Number of incidents reported.  Number of activities to create awareness of regulatory controls and local laws.
<b>2.4.2 A Community that is prepared to respond to crisis.</b>	2.4.2.1 Maintain, further develop and effectively promote the emergency management and recovery plan as required.	Emergency management plan reviewed annually and communicated.  Evacuation points established and clearly marked.  Register of high risk residents maintained.

## PRIORITY AREA 3: RURAL AND URBAN DEVELOPMENT

### COMMUNITY GOAL: QUALITY AND SUSTAINABLE INFRASTRUCTURE [CSP 3]

#### WHAT THIS LOOKS LIKE IN THE LONG TERM FUTURE

- A range of footpaths, walking, and bicycle tracks are provided throughout the shire
- Open space and recreation infrastructure is planned for the long term needs of the community
- Our roads are responsibly planned and maintained
- Assets are developed and maintained for current and future community requirements
- There is appropriate planning and development within the shire

#### COMMENTARY: THE COMMUNITY IDENTIFIED THE FOLLOWING KEY AREAS OF IMPORTANCE

- Our roads are of significant importance to us in our shire – they are not only the way we move around our shire but they support our agricultural, industrial and tourism sectors. It is important to us as a community that our roads continue to improve and they are safe and accessible for our community, our industry and our visitors.
- As a shire on the river we need to ensure that our bridges are safe and accessible
- The footpaths throughout our shire play a huge role in our daily life and we would like to see them improved and extended throughout our communities
- Our swimming pools are valued within our communities and we would like to continue to advocate for the ability to upgrade and redevelop our facilities
- We would like to see an increase in the amount of high quality bike and walking tracks within the shire. In particular we would like to see this infrastructure developed in places of significant natural beauty such as along the river and around the lake.
- As many buildings in our community are of a heritage era we would like to continue to explore innovative ways to increase their accessibility for people of all abilities

## OUTCOME: FLEXIBLE AND SUSTAINABLE COMMUNITY INFRASTRUCTURE [CSP 3.1]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>3.1.1 Buildings that are well utilised and maintained by our communities.</b>	3.1.1.1 Develop and implement a maintenance program for community facilities.	Maintenance program developed and implemented for all community halls.
	3.1.1.2 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.
	3.1.1.3 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.
	3.1.1.4 Ensure the planning of new facilities allows for flexibility in use and purpose, supporting integrated and diverse facilities.	Number of integrated and flexible designs.
<b>3.1.2 Investigate innovative ways to increase accessibility and maintain integrity of historic buildings.</b>	3.1.2.1 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.



## OUTCOME: INFRASTRUCTURE THAT SUPPORTS OUR DAILY LIFE [CSP 3.2]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>3.2.1 Responsible waste management practices</b>	3.2.1.1 Develop a 20 year waste management strategy that plans for the delivery of efficient and high quality waste services throughout the Shire.	Waste Management Strategy developed. Annual priorities implemented.  Meet objectives of half waste campaign.
<b>3.2.2 Well maintained assets for our future.</b>	3.2.2.1 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.
	3.2.2.2 Continue to implement asset inspection programs and develop maintenance schedules as required.	Asset inspections completed.  Maintenance program developed and implemented.
	3.2.2.3 Continue to actively seek funding to support long term sustainability and maintenance of community and Council assets.	Number of successful grant applications to support asset management.  Sustained /increased value of funding received for maintenance of community and Council assets.  Assets meet service level standards.
	3.2.2.4 Undertake appropriate planning and consultation for development of business plans to support funding applications.	Business plans developed for all service areas.  GM to set KPI's for all staff.

## OUTCOME: INFRASTRUCTURE THAT SUPPORTS OUR COMMUNITY IDENTITY [CSP 3.3]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>3.3.1 Exciting community spaces.</b>	3.3.1.1 Support the implementation of the streetscape plans for Corowa, Howlong and Mulwala embracing the unique identities of each township	Annual priorities within Corowa, Howlong and Mulwala Streetscape Masterplans implemented.
	3.3.1.2 Continue to explore opportunities for the development and installation of public and community art throughout the shire.	Amount of funding received for the installation of public and community art.
<b>3.3.2 Consistent and complimentary signage throughout our towns.</b>	3.3.2.1 Provide consistent signage and entrance points to all of our communities.	Signage strategy developed inclusive of entry points and implemented.

## OUTCOME: INFRASTRUCTURE THAT FACILITATES GROWTH WITHIN OUR SHIRE [CSP 3.4]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>3.4.1 A range of housing</b>	3.4.1.1 Implement policies and facilitate sustainable growth in line with Council's LEP.	Developments are in line with LEP.
	3.4.1.2 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.
	3.4.1.3 Ensure that housing needs of the aging population are considered in all appropriate planning decisions.	Aged housing needs considered in all appropriate planning decisions.
<b>3.4.2 Infrastructure that supports our ability to grow.</b>	3.4.2.1 Implementation of Best Practice Framework. Operate Water Supply/ sewerage schemes that meet the agreed levels of service.	Sewerage Strategic Business Plan developed with provision for future upgrade in relevant townships.  Protocols, Standard Operating Procedures & SWIMS developed and implemented.  Nil areas of non-compliance.
	3.4.2.2 Ensure a twenty year financial plan is maintained.	Twenty year Financial Plan developed and implemented.
	3.4.2.3 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-serviced areas.	Annual maintenance program and upgrade completed on time and on budget.  Annual sewerage system capital renewal program implemented.  Revise Water/Sewer Asset Management Plans

	3.4.2.4 Reduce wet weather hydraulic sewerage loading to its economic limit and manage the biochemical load.	Inflow/Infiltration program developed and implemented. Trade Waste Policy developed and implemented. Future system augmentation requirements identified.
	3.4.2.5 Provision of a quality water supply that is sustainable to meet the demands of future growth while minimising water demand, wastage and system losses	Long term planning strategy for water reticulation network developed and implemented. Implement Water Conservation Plan
	3.4.2.6 Ensure water supply schemes do not fail in times of drought.	Implement current drought management plan
	3.4.2.7 A pricing system for water supply/ sewerage and liquid trade waste that is equitable and reflects the actual cost of service provision.	Comply with NSW Office of Water Best Practice Management Guidelines.
	3.4.2.8 Consult community in the delivery of water supply/ sewerage services prior to making any major decisions.	All stakeholders are consulted on major water supply/ sewerage issues.
	3.4.2.9 Update the Water Business Plan for each of relevant townships.	Water business plan developed and implemented.
	3.4.2.10 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.
	3.4.2.11 Implement the annual water reticulation capital renewal program.	Annual water reticulation capital renewal program implemented. Water/Sewer Asset Management Plans revised
	3.4.2.12 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.

	3.4.2.13 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
	3.4.2.14 Implement the annual drainage capital renewal program.	Annual drainage capital renewal program implemented. Water and Sewer Asset Management Plans revised

## OUTCOME: A SHIRE WITH SAFE AND HIGH QUALITY TRAVEL OPTIONS [CSP 3.5]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>3.5.1 A road network that is safe for our farmers, our community and our visitors.</b>	3.5.1.1 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
	3.5.1.2 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.
	3.5.1.3 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.
	3.5.1.4 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.
<b>3.5.2 Infrastructure that facilitates and supports growth in our public transport options.</b>	3.5.2.1 Ensure development and planning enables current and future transport needs.	All residential developments and streetscape master plans transport needs.
	3.5.2.3 Continue to advocate for ongoing development of public and community transport options.	Strong advocacy delivered in the region where required.
	3.5.2.4 Continue to work with government and relevant stakeholders to progress new Yarrawonga/Mulwala bridge.	Council commitment and participation in relevant discussions and forums.

## PRIORITY AREA 4: LOCAL ECONOMY

### WHAT THIS LOOKS LIKE IN THE LONG TERM FUTURE

- Skilled workers live locally and want to work with our local employers
- Our business community is well-connected
- Our farmers use best-practice farming principles to ensure they run strong businesses
- We have a thriving tourism trade

### COMMENTARY: THE COMMUNITY IDENTIFIED THE FOLLOWING KEY AREAS OF IMPORTANCE

- As a community we need to ensure that we continue to support our established small and medium businesses so they can continue to remain viable into the future
- Tourism is very important to our community and we recognise it as a significant opportunity in growing our economy and developing opportunities within our shire. We are excited to see the potential of our shire maximised to encourage people to visit our region.
- We would like to see an increase in the retail offerings that are CBDs provide. As our main streets develop we would like them to grow to become dynamic, exciting and inviting places to shop, socialise and spend time.
- To support the long term economic sustainability of our shire we would like to see an increase in the amount of employers in the area and a more diversified local economy.
- To help grow the diversity offered in our towns we would like to explore the potential to develop commercial opportunities on our foreshores.



## OUTCOME: A STRONG AND RESILIENT LOCAL ECONOMY. [CSP 4.1]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>4.1.1 An economy that is well prepared for the future</b>	4.1.1.1 Annual priorities and strategies delivered in partnership with business industries, organisations and state and federal government bodies.	Continued implementation of Council's Economic Development Strategy.
	4.1.1.2 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.
	4.1.1.3 Continue to plan for the effects of climate change.	Effluent re-use and water collection opportunities explored.  Sustainable water use guidelines developed.
	4.1.1.4 Continue to support existing and newly established business within the shire.	Strong relationship with Business Chambers, industry groups and government agencies.  Number of partnership initiatives implemented.
<b>4.1.2 A prepared and skilled business community</b>	4.1.2.1 Support the facilitation of activities that will enhance professional development opportunities within the business community.	Number of activities supported.
	4.1.2.2 Continue to actively seek funding and work in partnership with key stakeholders to deliver training and networking opportunities for Corowa Shire businesses.	Level of funding received and partnerships formed for the delivery of training and networking activities.
<b>4.1.3 Maintaining and establishing viable and long term businesses within the shire.</b>	4.1.2.3 Assist in the circulation of relevant industry and regulation information opportunities.	Relevant information circulated to businesses.

	4.1.3.1 Continue to provide appropriate information, support and linkages to support newly established and existing businesses within the shire.	Business support and information easily accessible.
	4.1.3.2 Develop an Investment Marketing Strategy to support investment attraction in the Shire.	Investment Marketing Strategy developed and implemented.
<b>4.1.4 A profitable and resilient agricultural sector</b>	4.1.4.1 Advocate for long term water security for our agricultural sector.	West Corugan Private Irrigation District recommendations supported and implemented.
	4.1.4.2 Continue to support regional long term water security strategies and programs.	Council is actively supporting long term water security strategies for the agricultural sector.
	4.1.4.3 Maintain a watching brief and active involvement in changes to water policy and plans (river and groundwater) that effect the region and ensure a strong advocacy body within the Upper Murray Joint Organisation and surrounding Joint Organisations.	Upper Murray Joint Organisation meetings attended regularly to discuss changes and implement actions to address.
	4.1.4.4 Continue to support the Corowa Saleyards as a major regional sheep selling facility.	Corowa saleyards are actively promoted and profile is increased.
	4.1.4.5 Implement the strategic recommendations as per the Saleyards Business Plan 2012 -2016	Saleyards Business Plan actions implemented.
	4.1.4.6 Review the Saleyards Business Plan to consider ongoing funding and business opportunities.	Review completed. Funding opportunities identified. Number of applications.

## OUTCOME: A THRIVING TOURISM SECTOR. [CSP 4.2]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>4.2.1 A positive visitor experience.</b>	4.2.1.1 Continue to develop the positive image of our communities.	Branding is reflected in the communication strategy.
	4.2.1.2 Ensure high quality visitor information services are provided to our visitors.	Visitor Information Centre appropriately resourced and officers trained to deliver quality services and information.  Monthly and annual calendar of events developed and promoted.
	4.2.1.3 Develop and maintain a new Tourism website for the region.	Launch of new website. Completion of digital platform project.  Visitation numbers.
	4.2.1.5 Provide value add and revenue raising opportunities to support tourism development in the Shire	Business plan developed identifying actions to enable revenue raising and value add opportunities.
	4.2.1.6 Explore opportunities to coordinate the delivery of an after-hours visitor information service.	After hours visitor information service cost benefit analysis conducted.
	4.2.1.8 Continue to work with tourism bodies and neighboring shires to promote and market our shire.	Partnerships formed and fostered with further promotional activities planned and conducted.
	4.2.1.9 Participate in regional campaigns and work to ensure the inclusion of this region in appropriate campaigns.	Continued participation in regional campaigns.

## OUTCOME: A GROWING AND SUSTAINABLE BUSINESS AND INDUSTRY COMMUNITY. [CSP 4.3]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>4.3.1 Attract new industry and business to the shire.</b>	4.3.1.1 Develop and implement marketing activities to attract and retain businesses within the shire.	Investment Marketing strategy developed and implemented.
	4.3.1.2 Maintain a broad understanding of the shire's economic profile and work to recognise and share the successes of the business community.	Economic profile on Council website. Business successes considered in Council communication activities.
	4.3.1.3 Continue to develop infrastructure that facilitates business growth.	Implementation of Streetscape Master plans and business park developments as needed.
	4.3.1.4 Advocate for the ongoing improvement of key facilities.	Improvements made to gas and electricity services throughout the shire. Ongoing advocacy and support provided for implementation of NBN initiative.
	4.3.1.5 Work closely with appropriate local and regional business groups to monitor and support the needs of our business community.	Issues identified in a timely manner and appropriate representation provided. Strategic partnerships developed and maintained. Participation in relevant forums to advocate for the needs of the businesses.

## OUTCOME: A SKILLED AND QUALIFIED WORKFORCE. [CSP 4.4]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>4.4.1 Partnerships that support our workforce.</b>	4.4.1.1 Support and assist appropriate development of professional networks/initiatives that aim to retain and support workers within the shire.	Scope of support and assistance provided / networks developed.
	4.4.1.2 Support and assist appropriate establishment of local mentoring programs that provide support for young professionals throughout the shire.	Support provided for local mentoring programs.

## PRIORITY AREA 5: NATURAL ENVIRONMENT

### COMMUNITY GOAL: A PROTECTED AND VALUED NATURAL ENVIRONMENT [CSP 5]

#### WHAT THIS LOOKS LIKE IN THE LONG TERM FUTURE

- Indigenous flora and fauna is flourishing
- Residents are more active in pest management and choose flora and fauna protection
- New buildings and facilities are energy efficient with consideration to environmentally sensitive design
- Households and industry consider environmentally friendly options
- Water is responsibly used and protected
- Residents and visitors can easily access environmental information that is important to them

#### COMMENTARY: THE COMMUNITY IDENTIFIED THE FOLLOWING KEY AREAS OF IMPORTANCE

- Our natural environment is vital to our economy, our identity and our lifestyle – we are passionate about protecting it for today and for our future
- We need to protect our natural and agricultural environments from the impact and spread of weeds and pests Weed eradication
- The water within our shire is invaluable and needs to be protected. Our lake, our river and our creeks all need to be conserved and protected.
- We would like to explore the feasibility of developing Green energy solutions within our shire

## OUTCOME: A COMMUNITY THAT ACTIVELY PROTECTS ITS NATURAL ENVIRONMENT. [CSP 5.1]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>5.1.1 An environmentally aware community</b>	5.1.1.1 Encourage the community to be involved in preservation and enhancement of the community	Community members are actively engaged in programs and services to preserve and enhance the environment.
	5.1.1.2 Develop and implement an education program to reduce the occurrence of littering throughout the shire particularly during peak tourist periods.	Education program implemented and delivered. Reduced occurrences of littering.
	5.1.1.3 Explore the feasibility of developing and implementing green energy solutions within the shire.	Green energy solutions developed / implemented.
	5.1.1.4 Support community driven projects that facilitate community involvement in protecting and preserving the environment.	Number of projects / programs/ grant applications supported.
<b>5.1.2 Protection from the impact and spread of weeds and pests throughout our shire.</b>	5.1.2.1 Implement appropriate weed management practices in response to outbreaks throughout the Council region.	Implementation of weed education program. Murray –Riverina Weeds Action Program targets achieved. Communication activities regarding noxious weeds. Number of and response to noxious weed outbreaks.
	5.1.2.2 Support the community to implement appropriate pest management practices.	Detection of pests in public areas reported to relevant authorities.
	5.1.2.3 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.

<b>5.1.3 Protection of our natural flora and fauna.</b>	5.1.3.1 Identify areas of significant natural value and ensure they are provided with high level conservation recognition.	LEP identifies areas of significant natural value and strategies implemented to conserve these areas.  Kyffins Reserve management plan developed.
	5.1.3.2 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.



## OUTCOME: A SHIRE THAT LEADS IN ENVIRONMENTAL SUSTAINABILITY. [CSP 5.2]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>5.2.1 Innovative environmental practices.</b>	5.2.1.1 Support initiatives that encourage moving towards a carbon neutral community.	Carbon neutral initiatives supported and adopted throughout the community.  Recognition of the contribution made by groups and individuals within the community.
	5.2.1.2 Consistently consider and promote water protection and conservation practices.	Number of water conservation messages promoted.  Number of water re-use programs installed.
<b>5.2.2 Environmentally responsible development.</b>	5.2.2.1 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.

## OUTCOME: HIGH STANDARDS IN WATER CONSERVATION AND PROTECTION. [CSP 5.3]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>5.3.1 Protection of our river, lakes and creeks.</b>	5.3.1.1 Continue to work closely with relevant authorities to improve and protect water quality in waterways and to minimise the impact of recreational use.	Environmental protection strategies implemented to ensure quality waterways.  Strong relationship with NSW Office of Water.

## PRIORITY AREA 6: LOCAL GOVERNANCE AND FINANCE

### COMMUNITY GOAL: STRONG AND RESPONSIBLE LEADERSHIP [CSP 6]

#### WHAT THIS LOOKS LIKE IN THE LONG TERM FUTURE

- There is continued communication between council and the community
- The community is actively involved and engaged in the planning for its future
- There is strong representation of our community's needs at a State and Federal level
- There are strong and effective partnerships that benefit our community

#### COMMENTARY: THE COMMUNITY IDENTIFIED THE FOLLOWING KEY AREAS OF IMPORTANCE

- Living in our location has many benefits and advantages; however it also means that we deal with issues relating to differences between the NSW and Victorian States. It is important to us that these issues continue to be addressed.
- It is important that our community has the opportunity to be involved in decision making processes.
- As a community we want to remain up to date about large community projects
- We appreciate that partnerships are integral to the achievement of our priorities
- As a community we understand the need for our community vision to be achieved together, with increased focus on community driven initiatives

## OUTCOME: GOVERNMENT THAT PLANS FOR THE NEEDS OF THE CURRENT AND FUTURE COMMUNITIES [CSP 6.1]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>6.1.1 A community that has the opportunity to be engaged in decision making at all levels of government.</b>	6.1.1.1 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.
	6.1.1.2 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.
	6.1.1.3 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.
	6.1.1.4 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.
<b>6.1.2 A strong involvement in state and federal planning for the region.</b>	6.1.2.1 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.
	6.1.2.2 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.

	6.1.2.3 Maintain strong representation on appropriate state and federal committees/forums/conferences, projects, networks and Regional Organisation of Councils (ROC).	Regular attendance at appropriate meetings.
	6.1.2.4 Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community.	Regular involvement in cross border-task force meetings and activities.  Appropriate information provided to the community regarding cross-border anomalies.
	6.1.2.5 Take a leadership role in matters of regional significance.	Number and scope of representation at appropriate forums / discussions.

## OUTCOME: A COMMUNITY THAT IS INFORMED ABOUT AND ENGAGED IN ITS FUTURE [CSP 6.2]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>6.2.1 Timely and appropriate communication with the community.</b>	6.2.1.1 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.
	6.2.1.2 Continue to explore innovative ways of raising awareness of relevant information, projects, events and decisions.	Implementation of innovative and diverse actions that support effective communication and engagement with the community.
<b>6.2.2 Strong community representation.</b>	6.2.2.1 Promote opportunities and encourage community representation on relevant boards, committees and organisations.	Number and diversity of community members on boards and committees.  Information provided to the community about participation in local government, in the lead up to Council elections.

## OUTCOME: PRODUCTIVE AND BENEFICIAL RELATIONSHIPS [CSP 6.3]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>6.3.1 Engaged partners in achieving outcomes.</b>	6.3.1.1 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.
<b>6.3.2 Strong community based partnerships.</b>	6.3.2.1 Support a coordinated approach to funding applications, long term strategic planning and program implementation for groups, committees and clubs within the Shire.	Information on funding opportunities distributed to appropriate community organisations/members.  Community profiles available on Council's website to support preparation of grant applications.
	6.3.2.2 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.
	6.3.2.3 Provide appropriate support to community based partnerships that aim to deliver sustainable outcomes for the community.	Number of partnerships supported.

## OUTCOME: A COUNCIL THAT IS 'FIT FOR THE FUTURE' [CSP 6.4]

<b>DELIVERY PROGRAM</b> <b>2016-2020</b> <b>(Long term Goal)</b>	<b>OPERATIONAL PLAN</b> <b>2016-2017</b> <b>(Short term activities)</b>	
<b>Delivery Program Goal</b>	<b>Strategies</b>	<b>Indicators of progress</b>
<b>6.4.1 Council is financially responsible and sustainable in the short term and in the long term.</b>	6.4.1.1 Council has a 10 year financial plan, four year Delivery Program and one year Operational Plan - and operates within these budgets.	All service delivery and key functions carried out within budget.  Further special rate variation implemented.  Rating strategy reviewed annually.
	6.4.1.2 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.
	6.4.1.3 Council has developed asset management strategies, modeling and plans to protect its assets and resources, inform work programs and reduce depreciation.	Asset management and maintenance plans implemented and reviewed annually.  Renewal targets set and implemented.  Expansion/upgrade expenditure limited.
	6.4.1.4 Council actively seeks to implement cost reduction strategies across all service areas.	Cost saving and resource sharing strategies implemented.  Reporting systems improved.  Reduced wastage and increased efficiencies reported.
	6.4.1.5 Council monitors work effort against work estimate for all capital works projects.	Quarterly cash flow forecasts provided.
	6.4.1.6 Council proactively seeks to develop alternative revenue streams and increase our income from fees and charges, private works and funding streams.	Value of income from alternate revenue streams and stretch targets achieved.  Investment and loans policies reviewed annually.

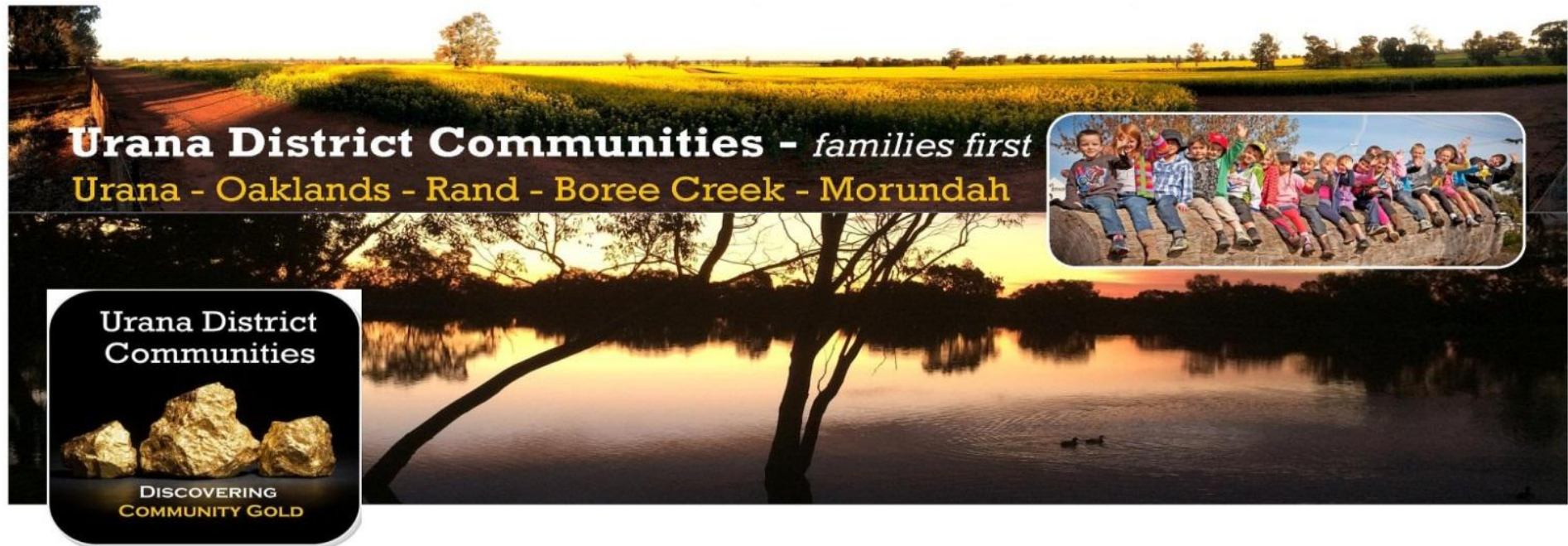


<b>6.4.2 A compliant Council that is responsive to change.</b>	6.4.2.1 Corporate Governance and Planning systems enable effective planning and reporting for state and federal government requirements.	100% compliance with all state and federal government reporting and legislative demands.
<b>6.4.3 A quality Council</b>	6.4.3.1 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.
	6.4.3.2 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.
<b>6.4.4 A Council that is committed to improving customer service.</b>	6.4.4.1 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.
<b>6.4.5 Council is proactive in identifying and implementing strategies to mitigate risk.</b>	6.4.5.1 Risk identification and management strategies reviewed for all areas of council.	Risk assessments / action plans reviewed annually.
	6.4.5.2 That there is an effective internal and external audit program.	Four internal audits annually.  Two external audits annually.
	6.4.5.3 Governance and reporting register established.	Full compliance.

## RELATED LEGISLATION

Related Legislation	<u>Local Government Act 1993 No. 30</u>	<ol style="list-style-type: none"> <li>1. Provides legal framework</li> <li>2. Regulates relationships between the people and bodies comprising the system of local government in New South Wales,</li> <li>3. Encourages and assists the effective participation of local communities in the affairs of local government,</li> <li>4. Gives councils: <ul style="list-style-type: none"> <li>• the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public</li> <li>• the responsibility for administering some regulatory systems under this Act</li> <li>• a role in the management, improvement and development of resources,</li> </ul> </li> <li>5. Requires councils, Administrators, councillors and employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.</li> </ol>
	Community Land Development Act 1989	planning functions as consent authority
	Companion Animals Act 1998	companion animal registration and control
	Conveyancing Act 1919	placing covenants on council land
	Environmental Planning and Assessment Act 1979	environmental planning
	Fire Brigades Act 1989	payment of contributions to fire brigade costs and furnishing of returns
	Fluoridation of Public Water Supplies Act 1957	fluoridation of water supply by council
	Food Act 2003	inspection of food and food premises
	Impounding Act 1993	impounding of animals and articles
	Library Act 1939	library services
	<u>Protection of the Environment Operations Act 1997</u>	pollution control

	<u>Public Health Act 2010</u>	inspection of systems for purposes of microbial control
	<u>Recreation Vehicles Act 1983</u>	restricting use of recreation vehicles
	<u>Roads Act 1993</u>	roads
	<u>Rural Fires Act 1997</u>	issue of permits to light fires during bush fire danger periods
	<u>State Emergency Service Act 1989</u>	recommending appointment of local controller
	<u>Strata Schemes (Freehold Development) Act 1973</u>	approval of strata plans
	<u>Strata Schemes (Leasehold Development) Act 1986</u>	approval of leasehold strata plans
	<u>Swimming Pools Act 1992</u>	ensuring restriction of access to swimming pools
<b>Related Planning Documents</b>	<ul style="list-style-type: none"> <li>• <u>Council Strategic Plan</u></li> <li>• Financial Plan</li> <li>• Resourcing Strategy</li> <li>• Workforce Management Plan</li> <li>• Customer Service Charter</li> <li>• Customer Service Charter</li> <li>• Community Engagement Strategy</li> <li>• Communications Strategy</li> <li>• Delegations Policy - General Manager to Staff</li> <li>• Companion Animals Management Plan</li> <li>• Privacy Management Plan</li> <li>• EEO Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Business Plans</li> </ul>



# Delivery Program 2016 - 2020 & Operational Plan 2016-2017

# Introduction

The 2016 - 2020 Delivery Program is a statement of commitment to the Community. This Delivery program is a testament to the commitment that Council and the community have to working together to build a sustainable and positive future. Council continues to build on the good work of previous Councils, and looks forward to working with the Community and other levels of Government to continue to progress our beautiful Communities.

The Delivery Program incorporates the 2016-17 Operational Plan, and presents the Council's response to implementing the 20 year Community Strategic Plan 2013-33, which was developed in partnership with our community in 2012 and 2013. The rolling 4 year Delivery Programs and 1 year Operational Plans, are where the community's priorities are developed into actions for Council over the four years. Also an important part of Council's role in preparing these plans, includes setting a budget that will allow Council to deliver. These plans give focus and direction to the Council.

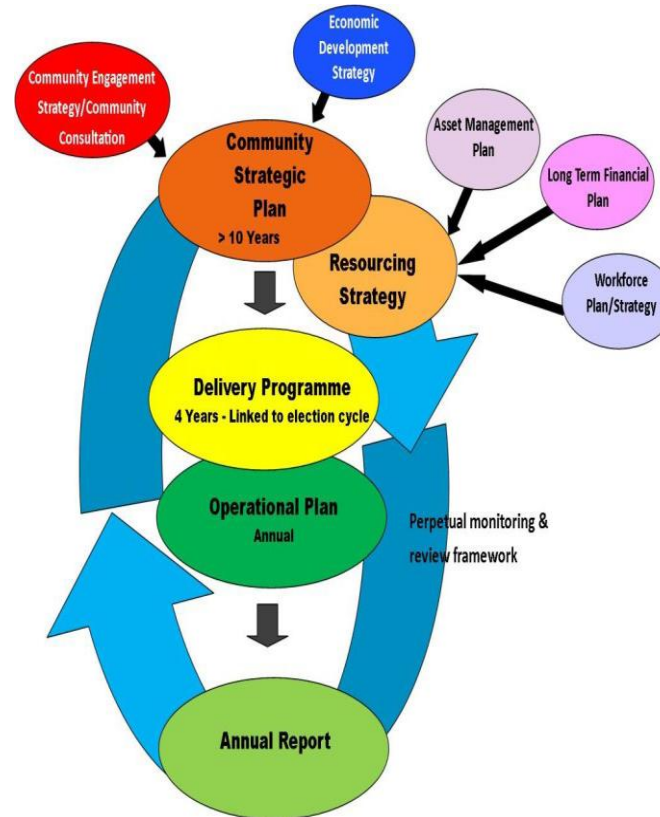
The Operational Plan highlights the commitments made in our Delivery Program, and the individual projects and activities that will be undertaken to achieve these commitments. As a document that focuses on the next year, it allows us to focus our resources on areas and projects that respond to community identified priorities.

The focus of the Operational Plan is to ensure the Council's sustainability whilst achieving the community's vision. It is important that in meeting the community's aspirations, Council continues to monitor and respond to its financial, community and environmental position. Council needs to be mindful of large infrastructure renewal requirements and a relatively low rate base.

Council encourages you to read this plan carefully and think of ways in which you can engage with your Council to deliver on these objectives. The Community relies enormously on its volunteers to help deliver so many assets and services and events across the Shire. Council will continue to partner with a range of government organisations, as well as service providers and community groups to ensure that the needs of our community are met. Council is extremely positive and optimistic in its ability to continue to work with its wonderful staff, contractors, volunteers and the wider community and other partners, to implement the actions and projects outlined in this plan. These will be the people who will ensure that the long term vision of the community is achieved.

# Integrated Planning and Reporting

Council plans for and delivers on its commitments under the Integrated Planning and Reporting (I P & R) framework. This is a very effective way of ensuring the community helps to shape the direction in which Council takes. Below is a diagram outlining the I P & R process.





## Community Strategic Plan 2013 – 2033



### Our Vision

*To preserve and enhance the lifestyle of our communities by encouraging, promoting and facilitating the sustainable development of the shire.*

## Our Strategic Priorities

In order to achieve our vision we have set objectives which will drive the actions that we take and the decisions we make over the next twenty years.

The Actions are grouped under the following five themes –

- A. A community that is united, innovative, involved and caring
- B. A robust and resilient rural economy
- C. An environment that is protected, enhanced and enjoyed by all
- D. Infrastructure that is well planned, well developed and well maintained
- E. Strong and effective partnerships with all levels of government and services



# How to read this document

## A: A community that is united, innovative, involved and caring

### A 1: A strong, connected and sustainable community

#### A1.1: Well-functioning and sustainable community groups and clubs

DP Action Code	DP Action	Action Code	Action
A1.1.1	Support and facilitate the long term sustainability of our community groups	A1.1.1.1	Host an annual workshop for Section 355 Committees on governance
		A1.1.1.2	Support Community groups to access ongoing financial support
		A1.1.1.3	Provide regular information to Section 355 Committees to support their planning and project management
A1.1.2	Provide information to community groups, clubs and committees	A1.1.2.1	Distribute relevant grant information to community groups and support them in grant applications

#### A1.2: A community that is well connected and informed

DP Action Code	DP Action	Action Code	Action
A1.2.1	Support the availability of affordable public internet access	A1.2.1.1	Provide free internet access for community members at Council's Urana office
A1.2.2	Continue to distribute the Urana Shire Community Newsletter	A1.2.2.1	Review the advertising policy of the Urana Shire Newsletter
		A1.2.3.2	Distribute the monthly Urana Shire Newsletter to all households within the Shire

#### A1.3: Dynamic and responsive community projects

DP Action Code	DP Action	Action Code	Action
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DP Action Code	DP Action	Action Code	Action
A1.3.1	Deliver a community grants program, that facilitates and supports partnership programs and projects within the community	A1.3.1.1	Review the current funding arrangements in place between Council and its Section 355 Committees
		A1.3.1.2	Develop the funding guidelines, application process and reporting requirements as part of the 'Urana Shire Community Grants Program'
		A1.3.1.3	Promote and facilitate the 'Urana Shire Community Grants Program'
A1.3.2	Promote opportunities to volunteer and to be involved in community projects	A1.3.2.1	In partnership with the community actively promote volunteering opportunities

#### **A1.4: A resilient community through times of challenge**

DP Action Code	DP Action	Action Code	Action
A1.4.1	Maintain an appropriate Emergency Management response	A1.4.1.1	In partnership with relevant agencies, maintain the Urana Shire Emergency Management Plan and Recovery Plan
		A1.4.1.2	Develop Town and Village Emergency Management Plans and incorporate into DISPLAN
A1.4.3	Support the community's preparedness for socially and economically challenging times (such as drought and floods) by providing information, education and advice	A1.4.3.1	Provide support and input into Urana Shire Interagency forum meetings and associated programs

## **A2: A safe, accessible and visually attractive community**

### **A2.1: Well-presented and maintained townships**

DP Action Code	DP Action	Action Code	Action
A2.1.2	Work to ensure that private land and property is well presented	A2.1.2.1	Regularly inspect visual impacts of private land and follow up with land owners not responding to community expectations where legislation supports action

## A2.2: Vibrant and creative community spaces

DP Action Code	DP Action	Action Code	Action
A2.2.1	Increase the access that the local community and visitors have to creative arts	A2.2.1.1	Support the Urana Shire Cultural Plan to address creative arts development and public and community art projects
		A2.2.1.2	Work with Morundah Bush Entertainment Committee to deliver new Community Building at Morundah

## A2.3: Safe and accessible communities

DP Action Code	DP Action	Action Code	Action
A2.3.3	Support the development and implementation of initiatives	A2.3.3.1	Continue to participate on the Police Advisory Committee to advocate on behalf of the community on matters of community safety

## A3: A community that celebrates and participates together

### A3.1: Diverse recreation and sporting opportunities offered locally

DP Action Code	DP Action	Action Code	Action
A3.1.1	Support the community's ability to partake in recreation	A3.1.1.1	Work with Recreation Committees to ensure that all facility upgrades and future developments are flexible in use – encouraging diverse and inclusive activities
A3.1.2	Promote use of the Urana Aquatic Centre and Colombo Recreation Reserve	A3.1.2.1	Ensure Development of management plans for the Urana Aquatic Centre and J M Smith Flora and Fauna reserve Urana, and Oaklands Crown reserves

### A3.2: Vibrant community events

DP Action Code	DP Action	Action Code	Action
A3.2.1	Support the delivery of diverse community activities and events	A3.2.1.1	Provide support to community activities and events through access to appropriate council resources, including promotional support and support to access funding

## A4: A supportive and inclusive community for people of all ages

### A4.1: Access to quality health and community services

DP Action Code	DP Action	Action Code	Action
A4.1.1	Advocate for and support the provision of a medical centre for the community	A4.1.1.1	Continue to financially subsidise the Councils Medical Centres
A4.1.2	Explore strategies to retain existing health services	A4.1.2.1	Support strategies to retain the existing health services available at the Urana Hospital
		A4.1.2.2	Continue to investigate opportunities to establish the Oaklands Medical Centre
A4.1.3	Advocate on behalf of the shire's communities for the provision of Community Services	A4.1.3.1	Advocate for access to long day care childrens services within the Shire
		A4.1.3.2	Advocate on behalf of the community to maintain health and medical services within the shire
		A4.1.3.3	Support and advocate for a range of child and family support services within the shire
A4.1.4	Support the provision of aged services within the shire	A4.1.4.1	Work with Oaklands Lions Club to ensure continued maintenance and improvements to Oaklands Aged Care units as required
		A4.1.4.2	Renovate Billabidgee Aged Care units
		A4.1.4.3	Engage with Aged Care Housing providers on future management arrangements for Billabidgee Aged Care units
		A4.1.4.4	Undertake compulsory land acquisition of land immediately surrounding Billabidgee Aged Care units

### A4.2: A high quality education experience for our residents

DP Action Code	DP Action	Action Code	Action
A4.2.1	Advocate for strong and sustainable local education options	A4.2.1.1	Provide Urana Shire preschool services for families throughout the shire
		A4.2.1.2	Advocate for the schools with our shire to continue with support

DP Action Code	DP Action	Action Code	Action
			from the NSW State Government

#### A4.3: A great place to be for our young people

DP Action Code	DP Action	Action Code	Action
A4.3.1	Support the implementation of youth based recreation and social projects in the shire	A4.3.1.1	Continue to support the employment of a Youth Officer
		A4.3.1.2	Promote youth based recreational opportunities through Council's website and newsletter
A4.3.2	Plan for the future in partnership with our young people	A4.3.2.1	Implement a Youth Forum (10 – 18 years) to identify activities, projects, events and facilities that young people in Urana Shire would like to participate in

#### A4.4: A community that supports and celebrates its older residents

DP Action Code	DP Action	Action Code	Action
A4.4.1	Provide opportunities for older residents to come together and	A4.4.1.1	Support social opportunities within our community that encourage interaction for our older residents – including the seniors week luncheon

## B: A robust and resilient rural economy

### B1: Our Shires amenity is well maintained and developed

#### B1.1: Improve the appearance of our towns

DP Action Code	DP Action	Action Code	Action
B1.1.1	Develop and implement a long term town beautification plan	B1.1.1.1	Prepare the Oaklands Strategic Plan
		B1.1.1.2	Prepare the Rand Strategic Plan
		B1.1.1.3	Review and update the Morundah Strategic Plan
		B1.1.1.4	Prepare the Boree Creek Strategic Plan

DP Action Code	DP Action	Action Code	Action
		B1.1.1.5	Prepare the Urana Strategic plan

## **B1.2: Improve the convenience and amenity of our towns**

DP Action Code	DP Action	Action Code	Action
B1.2.1	Work with our businesses to maintain and provide improved services for locals and visitors	B1.2.1.1	In partnership with local businesses and the community, undertake a product audit and identify ways to improve products
B1.2.2	Provide connected paths that link the retail/commercial heart	B1.2.2.1	Continue to construct footpaths/cycleways within the Shire as funds permit
B1.2.4	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres	B1.2.4.1	Continue to explore options for a Caravan Park and RV Friendly site in Oaklands

## **B1.3: Improve infrastructure that supports rural business**

DP Action Code	DP Action	Action Code	Action
B1.3.1	Improve television, mobile and internet coverage	B1.3.1.1	Advocate on behalf of the Urana Shire Community to improve the television, mobile and internet coverage provided within the shire
B1.3.2	Increase the use of rail for freight transportation	B1.3.2.1	Continue to advocate for the provision of rail freight transport throughout the shire

## **B2: A skilled labour force**

### **B2.1: Achieve greater synergy between the skill set of the resident workforce and the requirements of employers**

DP Action Code	DP Action	Action Code	Action
B2.1.1	Work with employers and appropriate agencies to improve pathways to employment for young and long term unemployed residents	B2.1.1.1	Provide appropriate support and promotional assistance to agencies and employers who are offering employment opportunities for young people or the long term unemployed
B2.1.2	Increase the provision of TAFE trade courses available relevant to the needs of the residents	B2.1.2.1	Advocate on behalf of the community for the ability to access relevant local trade courses

## B2.2: Attract skilled people to the region

DP Action Code	DP Action	Action Code	Action
B2.2.1	Attractively promote the shire and available skilled positions in the region	B2.2.2.1	Update the photographic database of Council to ensure that visual representations of the shire on Council's website and throughout publications is positive and professional
		B2.2.2.2	Promote skilled positions available within the shire on Council's website

## B3: A growing and sustainable business and industry sector

### B3.1: Improve businesses' ability to access information and support

DP Action Code	DP Action	Action Code	Action
B3.1.1	Maintain and provide an up-to-date database of local businesses in Urana Shire	B3.1.1.1	Compile database of all businesses in the Shire
B3.1.3	Make information available such as economic profile and key trends	B3.1.3.1	Make relevant information, data and resources available to local businesses and potential investors on Council's website

### B3.2: Foster a supportive business culture through networking and training

DP Action Code	DP Action	Action Code	Action
B3.2.1	Partner with government agencies and local education providers to ensure local needs are met	B3.2.1.1	Advocate for business development programs and opportunities to be offered locally
B3.2.2	Prepare a quarterly calendar of business activities and events	B3.2.2.1	Include a quarterly calendar of business events within Council's newsletter and website

### B3.3: Strengthen business relations

DP Action Code	DP Action	Action Code	Action
B3.3.1	Regularly recognise and celebrate local business and industry	B3.3.1.1	Continue to recognise and reward business excellence by communicating local success in marketing material, throughout Council's newsletter and on Council's website

DP Action Code	DP Action	Action Code	Action
B3.3.2	Support the development of the Urana Shire Business Network	B3.3.2.1	In partnership with the local business community, explore the establishment of the Urana Shire Business Network – with appropriate terms of reference and governance model

#### **B3.4: Attracting new businesses**

DP Action Code	DP Action	Action Code	Action
B3.4.1	Investigate incentives for new businesses to start up in Urana Shire	B3.4.1.1	Explore possible incentives that would assist in the attraction of business and industry within the shire through the development of an 'Economic Attraction Policy' that details the appropriate implementation of incentives aimed at attracting business and industry to the shire
		B3.4.1.2	Attend annual Country Expo in Sydney to promote the area for potential new residents
		B3.4.1.3	Partner with the Department of Lands and other relevant agencies to investigate the Urana East development proposal.
B3.4.2	Promote positive images of Urana Shire as a dynamic and versatile community	B3.4.2.1	Actively encourage media stories that portray Urana Shire as a vibrant community including on the Shire website and newsletter
		B3.4.2.2	Continue the Community Gold Regeneration Program
B3.4.3	Actively engage with tourism bodies and develop our tourism products		



# C: An environment that is protected, enhanced and enjoyed by all

## C1: Leaders in environmentally friendly practice

### C1.1: Reduce water use

DP Action Code	DP Action	Action Code	Action
C1.1.1	Promote initiatives that support water wise practices and products throughout the community	C1.1.1.1	Undertake to complete a water wise demonstration garden at Urana Shire Council Chambers
C1.1.2	Continue to ensure water conservation practices in Council works		
C1.1.3	Advocate for the effective use of irrigation water and responsible allocations	C1.1.3.1	Continue to participate in relevant discussions, plans and reviews that relate to the water allocation future for our farmers

### C1.2: Minimise land use impacts on the natural environment

DP Action Code	DP Action	Action Code	Action
C1.2.2	Ensure that all infrastructure works, including roads, are considerate of natural vegetation and fauna	C1.2.2.1	Provide regular training and information to Council works staff to facilitate an awareness of protected species
C1.2.3	Deliver waste management services that minimise the impact on the environment	C1.2.3.1	Finalise and implement the Urana Shire Local Waste Strategy

## C2: Protection of our natural environment

### C2.1: Improve our understanding and management of the natural environment

DP Action Code	DP Action	Action Code	Action
C2.1.1	Develop natural resource management projects	C2.1.1.1	Develop Reserve Management plans for key areas where Council manages the Natural Environment

DP Action Code	DP Action	Action Code	Action
		C2.1.1.2	Partner with Local Lands Services and other State and Federal Agencies to pursue the Lake Urana project

## C2.2: Increase the amount of native flora throughout the shire

DP Action Code	DP Action	Action Code	Action
C2.2.2	Support the protection of endangered and threatened plant and animal species such as the Oaklands Diuris (Orchid)	C2.2.2.1	In partnership with the community, continue to support ongoing efforts to protect endangered plant and animal species within the shire

## C2.3: Decreased occurrence, spread and impact of weeds and pests throughout our shire

DP Action Code	DP Action	Action Code	Action
C2.3.1	Implement weed management practices	C2.3.1.1	Respond to outbreaks of noxious weeds throughout the shire in a timely manner
C2.3.2	Develop and implement an education program to inform the community and visitors about the impact of spreading weeds and pests	C2.3.2.1	Assist ERNWAG in community education initiatives with promotion of information and resources throughout Council's newsletter and website
C2.3.3	Provide information and advice to farmers about weed control		

## C3: Ensure the responsible recreational use of our natural environment

### C3.1: Protect our natural habitats

DP Action Code	DP Action	Action Code	Action
C3.1.1	Explore options for use and protection of the Urana Aquatic Centre and J.M Smith Flora and Fauna reserve in Urana	C3.1.1.1	Progress 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
		C3.1.1.2	Support the Urana Ski and Aquatic Centre Committee to progress the pedestrian footbridge over the Urana Creek in the J.M Smith Reserve/Urana Aquatic Centre

DP Action Code	DP Action	Action Code	Action
C3.1.2	Engage young people in the conservation of our natural resources	C3.1.1.3	Support Urana Ski and Aquatic Centre Committee to progress J M Smith Reserve Golf Course
		C3.1.1.4	Work to develop an alternative water supply for the Urana Aquatic Centre
		C3.1.2.1	Provide support to agencies and organisations within financial resources, that encourage people to participate in conservation projects such as National Tree Day

## D: Infrastructure that is well planned, well developed and well maintained

### D1: Infrastructure that facilitates an active community

#### D1.1: The ability to walk and cycle around our shire

DP Action Code	DP Action	Action Code	Action
D1.1.1	Continue to improve the number of walking and cycle tracks	D1.1.1.1	In partnership with the community, continue to implement the Urana Shire Pedestrian and Mobility Plan (PAMP)
D1.1.2	Develop youth infrastructure	D1.1.2.1	Continue to actively develop the Urana Youth Park

#### D1.2: Strategically manage our sports, recreation and community facilities and infrastructure

DP Action Code	DP Action	Action Code	Action
D1.2.1	Ensure appropriate provision and use of all open space and facilities under Council control	D1.2.1.1	Provide ongoing assistance for recreation ground committee and develop master plans when opportunities arise

DP Action Code	DP Action	Action Code	Action
D1.2.2	Develop a coordinated approach to the management including upgrade of our community facilities	D1.2.2.1	Work with Section 355 committees to reach agreement on priorities for maintenance, renewal and upgrades across the entire shire
D1.2.3	Attract funding to support the continuing improvement of the recreation grounds	D1.2.3.1	Commence work on the Victoria Park Urana masterplan
		D1.2.3.2	Provide ongoing information to community and sporting groups to support their applications for funding that facilitates the redevelopment of recreation grounds throughout the shire
D1.2.4	Actively seek funding to support the long term sustainability of community swimming pools	D1.2.4.1	Explore and pursue funding opportunities for the redevelopment of the shire's swimming pools
		D1.2.4.2	Explore options to change the operating structures and associated costs of operating the Oaklands and Urana swimming pools

## D2: Improved transport safety and accessibility

### D2.1: Maintain and enhance the road network with our shire

DP Action Code	DP Action	Action Code	Action
D2.1.1	Prepare the Urana Shire Road Safety Strategic Plan that meets user needs	D2.1.1.1	Review and update the Road Strategic Plan annually
D2.1.2	Maintain and improve the road transport network through the shire	D2.1.2.1	Implement the four year rolling works program for the maintenance and upgrade of roads throughout the shire

### D2.2: Encourage responsible driving practices throughout our shire

DP Action Code	DP Action	Action Code	Action
D2.2.1	Provide and maintain infrastructure such as roadside stops and signage	D2.2.1.1	As part of the Urana Shire Road Strategy, identify areas for the potential development of appropriate roadside stops and signage

### D2.3: Maintain and investigate new public transport options within our shire

DP Action Code	DP Action	Action Code	Action
D2.3.1	Explore the feasibility of community and public transport	D2.3.1.1	Continue to advocate on behalf of the Urana Shire Community for the consideration of the public and community transport needs

## D3: Vibrant rural planning and development

### D3.1: Maintain and develop infrastructure that supports our community

DP Action Code	DP Action	Action Code	Action
D3.1.2	Ensure quality town water supply	D3.1.2.1	Support Riverina Water in the delivery of quality of water and seek to partner where possible in joint projects
D3.1.3	Monitor and improve guttering and drainage infrastructure		
D3.1.4	Flood Planning	D3.1.4.1	Progress the Urana Shire Flood Study

### D3.2: Land use that supports the development of our community

DP Action Code	DP Action	Action Code	Action
D3.2.1	Apply Councils Local Environmental Plan (LEP)	D3.2.1.1	In partnership with the State Government ensure that the LEP remains relevant and review by 2018 if not prior

## D4: Infrastructure that supports our community identity

### D4.1: Protection of our historic buildings and landmarks

DP Action Code	DP Action	Action Code	Action
D4.1.1	Investigate options to restore and utilise historic buildings and landmarks	D4.1.1.1	Continue the Heritage Advisory program, and complete a review of the Urana Shire Heritage study, and investigate commencing a Local Heritage Fund program
		D4.1.1.2	Provide information to the community in efforts to restore and protect historic landmarks and buildings

#### D4.2: Maintain and develop our aquatic recreation areas to support and encourage increased use

DP Action Code	DP Action	Action Code	Action
D4.2.1	Investigate options to increase the aquatic recreation attractions within the shire	D.4.2.1.1	Prepare a precinct plan for the future planning of the Urana Aquatic Centre and surrounding Reserve areas including J.M Smith Reserve

#### D4.3: Maintain our Cemeteries

DP Action Code	DP Action	Action Code	Action
D4.3.3	Continue to maintain and develop our Cemeteries	D4.3.3.1	Prepare Cemetery operational/management plans

## E: Strong and effective partnerships with all levels of government and services

### E1: A community that is passionate and engaged in its future

#### E1.1: Effective community engagement processes

DP Action Code	DP Action	Action Code	Action
E1.1.1	Provide appropriate community engagement	E1.1.1.1	Provide at least one annual Community meeting to present draft budget and plans for the future, as well as communicating works done over the past 12 months
E1.1.2	Explore the use of technology in Council's communication with its community	E1.1.2.1	Continually maintain and upgrade Council's website including social media

#### E1.2: Strong involvement in State planning for the region

DP Action Code	DP Action	Action Code	Action
E1.2.2	Maintain strong representation on behalf of the Urana Shire	E1.2.2.1	Maintain appropriate membership and participation on state planning and reference committees and ensure they have access to accurate information

## E2: Accessible and responsive service delivery

### E2.1: Representation and acknowledgment of the needs, challenges and characteristics of our communities

DP Action Code	DP Action	Action Code	Action
E2.1.2	Lead and advocate on key social and community issues	E2.1.2.1	Ensure that appropriate information is relayed to the Urana Shire community regarding local, regional and national matters
E2.1.3	Regularly provide up to date and accurate community information to service providers	E2.1.3.1	Continue to maintain strong relationships with program and service providers to support the dissemination of information relating to the community including by attendance at Urana Shire Interagency meetings and related events where possible

### E2.3: Services that are best placed to meet the needs of our community

DP Action Code	DP Action	Action Code	Action
E2.3.1	Provide Library and other community services whilst there is a need and budget allows	E2.3.1.1	Continue to advocate and provide Library (Mobile) and in some cases appropriate other community services
E2.3.2	Lobby for protection from crime, fire, anti-social behaviour and other threats to community safety	E2.3.2.1	Continue to provide appropriate support to the Rural Fire Services and the State Emergency Service

## E3: Productive and beneficial relationships

### E3.1: Ensuring Council staff have the tools and are motivated to provide excellent customer service

DP Action Code	DP Action	Action Code	Action
E3.1.1	Ensure Council staff participate regularly in professional development	E3.1.1.1	Provide training opportunities that meet the requirements of staff
E3.1.2	Involve staff in regular community engagement	E3.1.2.1	Provide opportunities for staff to participate in appropriate community engagement and community initiated projects

### E3.2: Provide opportunities for relationship building

DP Action Code	DP Action	Action Code	Action
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DP Action Code	DP Action	Action Code	Action
E3.2.1	Ensure Council staff develop networks and relationships with service providers, peak bodies and government officials	E3.2.1.1	Support relevant Council staff attendance at regular formal network meetings such as REROC & RAMROC meetings

## E4: Strong and effective leadership

### E4.1: Ensure a collaborative approach to the provision of services and support

DP Action Code	DP Action	Action Code	Action
E4.1.1	Support in the attraction of funding to facilitate identified priority projects	E4.1.1.1	Continue to provide support and advice in the application for funding to assist and facilitate the response to community priorities

### E4.2: A sustainable, progressive shire with a continuing independent identity

DP Action Code	DP Action	Action Code	Action
E4.2.1	Advocate for the long term sustainability of our shire	E4.2.1.1	In partnership with the community, play an active role in advocating for the sustainability of the Urana Shire
E4.2.2	Increase the participation of local people in local government	E4.2.2.1	Continue to provide and promote opportunities for the community to participate in local decision making through active community engagement processes and effective communications

### E4.3: Sound and responsible financial management

DP Action Code	DP Action	Action Code	Action
E4.3.1	Maximise Council's financial position	E4.3.1.1	Continue to maintain and improve where possible Council's financial position
		E4.3.1.2	Continue to maintain assets and infrastructure to a standard that facilitates long term sustainability and community use
		E4.3.1.3	Undertake full service review of Waste Management in accordance with the Waste Management Strategy to improve financial performance of the service
		E4.3.1.4	Undertake full service review of Council Swimming Pools to



DP Action Code	DP Action	Action Code	Action
		E4.3.1.5	improve financial performance Review under-utilised Council owned land and buildings for sale options

#### E4.4: Civic Leadership

DP Action Code	DP Action	Action Code	Action
E4.4.1	Carry out Civic events	E4.4.1.1	Carry out civic events in the community
E4.4.2	Councillor Development	E4.4.2.1	Support and provide opportunities for Councillors to receive training



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Version	Purpose	Date adopted by Council	Resolution Number
1.0	Draft Federation Council Delivery Program 2015-2019 incorporating former Corowa Shire and Urana Shire Council operational plans placed on public exhibition.	19/7/2016	044/16FC