



Ordinary Meeting of Council

Wednesday 26 February 2020

4.00pm

Council Chambers

209 Comur Street, Yass

**ATTACHMENTS TO REPORTS
ITEMS UNDER SEPARATE COVER**

Ordinary Meeting of Council

Attachments to Reports
Items Under Separate Cover

Page No.

8.4	Six Monthly Reporting on the 2017/18- 2020/21 Delivery Program and 2019/2020 Operational Plan	
	Attachment A. Operational Plan Performance Reporting July 2019 to December 2019	3



Performance Reporting

July 2019-December 2019

Delivery Program 2017/18 - 2020/21
Operational Plan 2019/20

yass valley council
the country the people



Access to information

You can find out information about Council by reading the meeting agenda papers, subscribing to the online newsletter, reading Council's Page in the Yass Tribune, checking out our website and Facebook pages or by visiting Council's administration office in Yass.

We also produce a newsletter, 'The Valley Views' which is mailed to all residents and businesses three times per year.

How to contact us

In person:

Yass Valley Council
209 Comur Street
YASS NSW 2582

Monday to Friday, 8.30am to 5.00pm

Phone 02 6226 1477

After Hours 02 6226 1477

Mail PO Box 6, YASS NSW 2582

Email council@yass.nsw.gov.au

Website www.yassvalley.nsw.gov.au



Contents

Introduction	4
Our Environment.....	5
Our Economy.....	11
Our Community.....	15
Our Infrastructure	21
Our Civic Leadership.....	27

Introduction

We are pleased to report progress on Yass Valley Council's four year Delivery Program for the period 2017/18 to 2020/21. This Operational Plan Performance Report is for a six month period to 31 December 2019.

The Operation Plan contains activities Council will undertake for the Financial Year to achieve the actions contained within its four year Delivery Program.

The actions in Council's Delivery Program in turn sets out what will be done to meet the objectives of our long term Regional Community Strategic Plan (The Tablelands Regional Strategic Plan 2016 - 2036).

Council's use of this framework complies with the *Local government Act* 1993. Specifically: Integrated Planning and Reporting.

The Tablelands Regional Community Strategic Plan 2016 – 2036

- Sets out our community's goals and aspirations
- Outlines the strategies and objectives to achieve these goals and aspirations
- Contains measures to check progress
- Is used by Yass Valley, Goulburn Mulwaree, and Upper Lachlan Councils



Delivery Program 2017-2021

- Details Council commitments and priorities during its four year term
- Contains actions to achieve the objectives set out in the Community Strategic Plan for the Yass Valley community



Operational Plan 2019/2020

- Details of activities Council will undertake during the financial year to implement the Delivery Program
- It includes the annual budget adopted by Council, Statement of Revenue Policy, and the annual Fees and Charges for Council's services

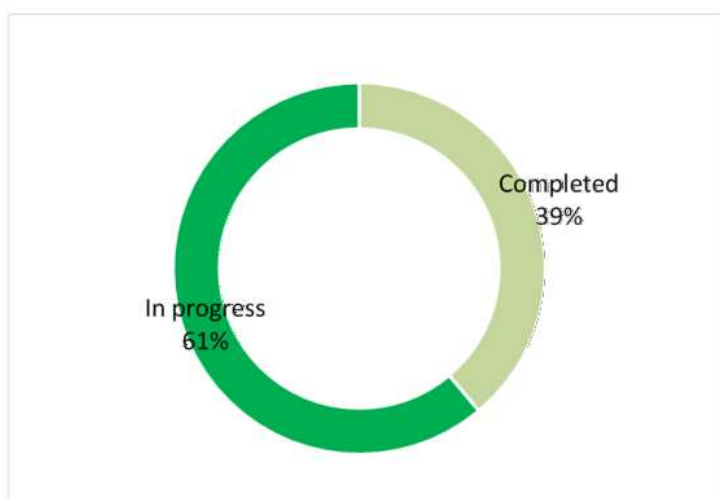


Our Environment

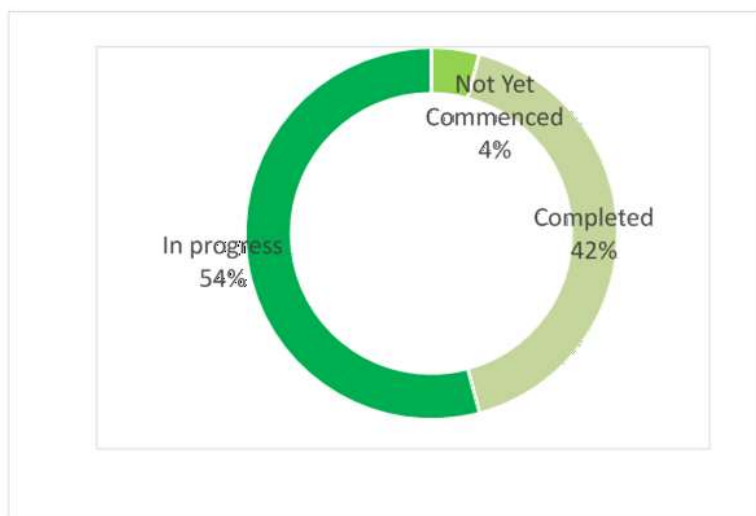
We appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations.

PROGRESS SUMMARY

2017/18 - 2020/21 Delivery Program Actions



2019/20 Operational Plan Activities



2019/20 Budget
Operational Income

\$460k

2019/20 Budget
Operational Spend

\$1.695m

2019/20 Budget
Capital Income

\$450k

2019/20 Budget
Capital Spend

\$0k

2019/20 Delivery
Program Actions

18

2019/20 Operational
Plan Activities

24

Our Environment

CSP Strategy EN1 – Protect and enhance the existing natural environment, including flora and fauna native to the region.

Delivery Program Action EN1.1 - Protect our natural assets in line with community values

The rural landscapes and habitats throughout our valley are highly valued by Council and our community. We are committed to ensuring the protection of our natural environment for future generations.

A recent survey has shown that 74% of respondents rated Council's management of the natural environment as fair to very good and 65% rated land use planning decisions as fair to very good.

Operational Plan Activity EN1.1.1 - Ensure assessment of development applications protects our natural environment

Every Development Application received by Council's is assessed for impacts on the natural environment and regulated in accordance with legislation.

Operational Plan Activity EN1.1.2 – Plans of management will be developed for all council owned community land

Development of Plans of Management has begun on Crown Land which is managed by Council as a priority due to the recent reforms under the Crown Land Management Act 2016.

Delivery Program Action EN1.2 - Work with Office of Environment & Heritage (OEH) to maintain a network of connected native vegetation (including reserves and council land).

The native vegetation corridor mapping within the South East & Tablelands Plan continues to inform Yass



Valley's Strategic Planning, Planning Proposal assessment, and management of Crown and Council land.

Operational Plan Activity EN1.2.1 – Amend the Yass Valley Local Environmental Plan (LEP) Natural Resources Biodiversity Map to incorporate updated data

Updated biodiversity data from OEH was included within the Yass Valley Local Environmental Plan Housekeeping amendment which took effect in April 2019.

Operational Plan Activity EN1.2.2 – Maintain an Accredited Assessor under the Biodiversity Conservation Act 2016

Council has an accredited assessor on staff who works with the Planning team on applying the requirements of the *Biodiversity Conservation Act 2016*, to the assessment of Development Applications

Delivery Program Action EN1.3 - Meet obligations for weed control in the Yass Valley Local Government Area

The Yass Valley Council 'Local Strategic Weeds Plan' was adopted after community consultation (resolution 235/19) by Council in October 2019. This plan is in line with the regional weeds plan. A number of activities have been undertaken to promote awareness of priority weeds in the area. This has included field inspections for landholders and community groups, and attendance at local field days. Inspections have also been conducted of all high risk pathways and a large number of properties which are the subject of Development Applications.

Operational Plan Activity EN1.3.1 – Maintain a Biosecurity Weeds Officer to undertake duties as required under the provisions of the Biosecurity Act and associated programs (Weed Action program)

Council employs a Senior Biosecurity Weeds Officer to undertake inspections and implement the Local Strategic Weeds Plan.

All inspection data is recorded & submitted via the Biosecurity Information System to the DPI statewide weeds reporting. This includes the number of inspections on private and public land, weeds recorded, and high risk pathways inspected.

Our Environment

CSP Strategy EN2 – Adopt environmental sustainability practices

Delivery Program Action EN2.1 – Implement Council's Environmental Sustainability Policy across all Council operations

An example of this is the provision of and review of the Flora and Fauna Studies for the new water infrastructure, such as the Murrumbateman Pipeline, the Wellington St Sewer Pump Station and the Yass Water Treatment Plant extension. Concerns from the community have been able to be quickly responded to due to this process being followed.

The YVC Weeds Biosecurity Officer and Environmental Services Coordinator took part in a 'Weeds Forum' organised by the NSW Farmers' Yass Branch in Yass on Thursday the 27 June.

Staff were part of a panel with other State agencies (Local Land Services and NSW Department of Primary Industry) to discuss weed issues within the LGA and the 'Weeds Action Plan' which has since been to Councillors and put on public exhibition.

The forum was attended by landholders, Landcare volunteers and other interested members of the community.

Operational Plan Activity EN2.1.1 - Continue to implement projects and activities identified in the action plan under the Environmental Sustainability policy

An Action Plan has been developed and is included in Council's Environmental Sustainability Policy.

Delivery Program Action EN2.2 - Improve water efficiency of Council operations

Environmental and sustainable management practices are assessed and implemented when building new infrastructure and any upgrades to existing assets.

Operational Plan Activity EN2.2.1 – Ensure new or refurbished buildings and facility designs incorporate water efficiency measures

An example is the new amenities building at Gundaroo hall/Recreation Ground. It was completed in September 2019 using water efficient toilets and shower heads throughout the facility.

Delivery Program Action EN2.3 - Conduct engagement programs that encourage positive behaviour change in the community

The 'Sustainability Sunday' posts are continuing and have received a positive response. Grant funding from

the NSW Environmental Trust has been secured to run community workshops on waste reduction. The school education programs have been completed, with "EnviroMentors", being run in local primary schools in Term 3 of 2019 where 412 students participated.

Operational Plan Activity EN2.3.1 – Coordinate Clean Up Australia Day activities including organising rubbish pickup at approved sites, advertising and assisting volunteer groups.

Council coordinated a Clean Up Australia event within our Local Government Area in March 2019, and has already registered to support CUAD again in 2020.

Operational Plan Activity EN2.3.2 – Publish #SustainabilitySunday on Council's social media platform

#SustainabilitySunday posts are continuing to be published every Sunday on Council's Facebook page. Topics covered include native flora & fauna, citizen science, reducing waste to landfill, Landcare, eco-friendly holidays, solar power, water efficiency, reducing food waste and reducing your household environmental impact.

Delivery Program Action EN2.4 - Work with schools to increase awareness of caring for the local environment

The EnviroMentors (run by Keep Australia Beautiful) was run in Term 3 in all interested primary schools in the Yass Valley, on the topic 'Lunches Unwrapped', which encourages less waste produced from packed lunches. 412 students participated in the workshops. The "Hands On for Less Waste" project makes these workshops possible, with funding from the NSW Environmental Trust.

Operational Plan Activity EN2.4.1 – Continue to coordinate delivery of EnviroMentors workshops in local primary schools as part of the Hand On for Less Waste project.



Our Environment

The EnviroMentors project, or similar, will be run in local primary schools again in 2020. See EN2.4

Delivery Program Action EN2.5 - Consider water sensitive urban design principles in development assessment

Water sensitive urban design principles are considered in the assessment process of all major developments.

Operational Plan Activity EN2.5.1 - Major Development Applications reviewed with Water Sensitive Urban Design principles considered

Water sensitive urban design principles are considered in the assessment process of all major developments.

Water Sensitive Urban Design (WSUD) is a way of planning our towns to minimise water runoff and ensure any runoff causes the least amount of damage. It is also about wise use of that water to improve our urban environment. The key principles of WSUD are:

- To reduce the demand for potable (fit for drinking) water by using alternative sources of water such as rainwater and treated wastewater and encouraging water efficient appliances
- To minimise the generation of wastewater and to treat wastewater to a suitable standard for re-use and/or release to receiving waters
- To treat urban stormwater to a quality where it can be reused and/or discharged to surface waters
- To use stormwater in the urban landscape to improve the visual and recreational amenity of developments.

CSP Strategy EN3 - Protect and rehabilitate waterways and catchments

Delivery Program Action EN3.1 - Engage with the community and external agencies to deliver programs



which improve the health of the Yass River and tributaries

Council continues to carry out the actions in the Yass Gorge Plan of Management.

We are working toward broader catchment health goals through our membership on the Upper Murrumbidgee Catchment Network (UMCN), the ACT and Region Catchment Management Coordination Group, and the ACT and Region Stormwater Education Group.

Operational Plan Activity EN3.1.1 - Continue to contribute to regional water quality data by participating in the Waterwatch program, submitting monthly data for two sites on the Yass River.

We are still contributing monthly data for two monitoring points to ACT and region Waterwatch. This data, combined with the Water Bug Surveys which are conducted every year in Spring, contributes to the Catchment Health Indicator Report (CHIP Report). The CHIP report gives an outline of the water quality and river health for each subcatchment in the Upper Murrumbidgee, including the Yass River.

Delivery Program Action EN3.2 - Increase community awareness of the importance of stormwater health and quality

We continue to promote this through our #SustainabilitySunday articles on Facebook. We also promote this in the broader community by contributing to the Upper Murrumbidgee Catchment Network Facebook page.

Operational Plan Activity EN3.2.1 Participate in the H2OK Stormwater Education Project, run by the ACT Government for the Act and surrounding region.

While the drain stencilling program has now concluded, grant funding has been secured for a Stormwater Demonstration Site at the Yass Community Garden. This will show how stormwater can be captured and utilised to irrigate gardens. This project will be completed and ready for viewing in early 2020.

Delivery Program Action EN3.3 - Deliver Plan of Management for the Yass Gorge

While the Plan of Management is in place, it will need to be updated as a result of new *Crown Lands Management Act 2016*. This will not affect the actions committed to under the Plan, but simply ensures the Plan will comply with the new legislation.

Our Environment

Operational Plan Activity EN3.3.1 – Undertake Council's responsibilities under the Yass Gorge Plan of Management.

The Plan of Management for the Yass Gorge was reviewed and adopted on 27 September 2017 and is now in place. This Plan can be viewed on Council's website. Council are working with Friends of Yass Gorge and other groups such as Greening Australia, Friends of Grasslands and the Canberra Ornithological Society to implement the management actions in the document. Some of the outcomes have been the annual bird survey, annual plant survey, weeding, planting and path maintenance. Data from the surveys continues to be entered into the Atlas of Living Australia website, contributing to the accuracy and value of the information available on the site.

CSP Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning

Delivery Program Action EN4.1 - Ensure Council's statutory planning instruments are up to date and reflective of community needs

Council has continued to assess and consider Planning Proposals requested on behalf of landowners. During this time, the cross border Planning Proposal of Parkwood was endorsed in October 2019, as well as a site specific Proposal to the south west of Sutton village. Both have been forwarded to the Department of Planning, Industry and Environment (DPIE) for finalisation.

A minor procedural Planning Proposal was considered by Council in December to rectify cadastral lot boundary errors for a property abutting the Yass River. This has been forwarded to DPIE to request a Gateway Determination.

Operational Plan Activity - EN4.1.1 Undertake ongoing strategic land use planning and reviews of existing instruments

A draft Local Strategic Planning Statement was prepared and underwent consultation during this time. Feedback from agencies and the community is currently being reviewed.

Draft Flood studies have been finalised for Murrumbateman, Bookham, Bowning & Binalong, with community consultation taking place during October 2019.

Site investigation studies have been undertaken on Hawthorn between July and December, including Preliminary Land Contamination, Cultural Heritage and

Ecological assessments.

Delivery Program Action EN4.2 - Ensure Development Application assessment is thorough and efficient

Our processes are constantly being reviewed to find improvements in this area.

Operational Plan Activity EN4.2.1 – Review the development process and implement changes aligning with the NSW governments best practice guidelines

The average Development Application process times were over 40 days during the reporting period. Council is continuing to work on process improvements to reduce these timeframes Council currently completes over 80% of Construction Certificates in the area.

Council endorsed the introduction of local Complying Development provisions for dwellings and dwelling additions. This will be implemented as a project through the Local Strategic Planning Statement.

CSP Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint

Delivery Program Action EN5.1 - Reduce rubbish to landfill through effective waste management and recycling

Council continues to separate eligible containers for recycling at transfer stations. Non-ferrous metal is separated in respective types to be sold. To date approximately 160,000 Container Deposit Scheme (CDS) eligible containers have been recovered since July 2017 through transfer Station recycling practices and eligible refund.

The China Sword policy continues to worsen and affect commodity pricing. Council actively pursues the sale of plastics through other Australian recyclers to reduce stockpiling of processed materials however it is becoming difficult to find buyers in the current market. Contracts for tyre and e-waste recycling are in place. Recently we shredded 80 tonnes of old stockpiled tyres and will do the same in 2020 if funding is available.

Operational Plan Activity EN5.1.1 Finalise Strategy to reduce waste going to landfill.

The draft Waste and Recycling Strategy has been put on hold due to resourcing constraints.

Data continues to be compiled monthly to monitor both waste and recycling quantities to benchmarking. During the period January – June 2019 the following quantities recovered and sold to recycling companies:

Our Environment

- 271 tonnes of Kerbside recycling sent to ACT MRF. Reduction due to the take up of CDs, Sale of Cardboard 175t, Non- Ferrous metal 4.2t, steel 350t, and 7,000 litres waste oil.
- 206,980 eligible Container Deposit Scheme (CDS) bottles/containers recovered from transfer station recycling and refunded through bulk CDS "Return It" scheme July-December 2019.
- Free E-waste collection bin are in place at Yass and Murrumbateman Transfer Stations.

Operational Plan EN5.1.2 – Actively participate in the various Canberra Region Joint Organisation waste reduction programs including Household Chemical collection, Garage Sale Trail event and green waste study.

Both Household Chemical collection and Garage Sale Trail events have been undertaken this quarter in conjunction with CRJO member councils. Ongoing participation in other programs will be undertaken as they present within the CRJO agenda.

Delivery Program Action EN5.2 - Work with local businesses to encourage recycling

While Council continues to encourage local businesses to recycle material generated by their commercial enterprises, the consequences of the New Federal Government ban on exporting all unprocessed recycling is yet to be felt. It is considered that new recycling opportunities may arise.

Operational Plan Activity EN5.2.1 – Undertake survey of businesses in Yass and Murrumbateman to establish what waste types is generated and could be separated for recycling

Opportunities for business recycling continue to be explored in association with programs undertaken by Canberra Region Joint Organisation Waste Group.

Delivery Program Action EN5.3 - Promote initiatives in the community such as Eat/Shop Local, Love your Leftovers and being efficient with electricity

All of the above topics are covered via our weekly #sustainabilitysunday Facebook posts. We have had significant levels of engagement from the community in response to these posts. This is an ongoing initiative.

Operational Plan Activity EN5.3.1 – Continue weekly #SustainabilitySunday posts on Facebook

#SustainabilitySunday posts are continuing to be published every Sunday on Council's Facebook page. Topics covered include native flora & fauna, citizen

science, reducing waste to landfill, Landcare, eco-friendly holidays, solar power, water efficiency, reducing food waste and reducing your household environmental impact.

Operational Plan Activity EN5.3.2 – Launch media program showcasing the sustainability efforts made by local businesses

The Project will commence in 2020.

Operational Plan Activity EN5.3.3 – Continue community workshops under the 'Hands On for Less Waste' project.

Four more workshops will be delivered by July 2020. The school program has now been completed.

Delivery Program Action EN5.4 - Investigate low carbon technologies when Council assets are developed or due for replacement

Lighting upgrades are currently on hold pending further investigation on building upgrades and maintenance for inclusion into asset management plans.

Council has including low carbon technology into design and build of new amenities buildings.

Operational Plan Activity EN5.4.1 - Reviewing assets that are being developed or due for replacement in the next 12 months, and explore options which utilise low carbon best practice

Efficient technology considered in building new amenities blocks at Binalong, Sutton & Gundaroo.

Delivery Program Action EN5.5 - Encourage efficient use of renewable energy by Yass Valley households

Council continues to raise awareness in the community of options for renewable energy and energy efficiency through the #sustainabilitysunday posts every week on Facebook. Recent posts have included innovations in solar power, and reducing your household energy use.

Operational Plan Activity EN5.5.1 – Include posts about energy in #SustainabilitySunday weekly posts.

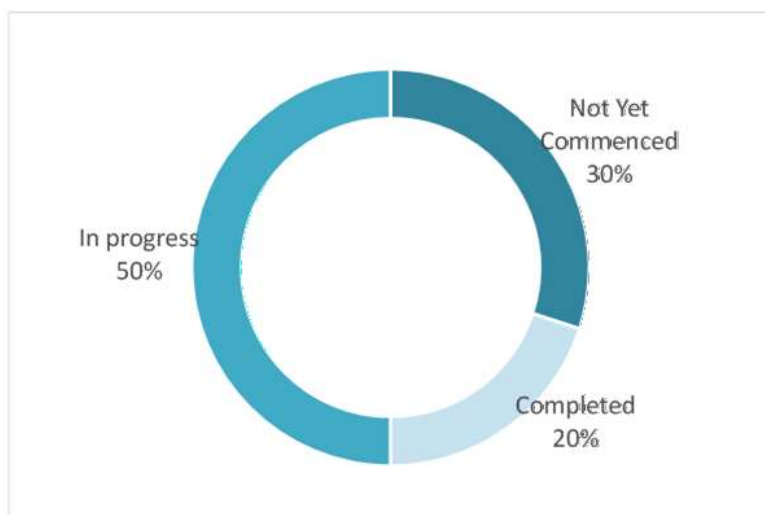
This theme has featured in our #sustainabilitysunday posts on Facebook several times, including posts on reducing your energy usage to reduce your carbon footprint, and recent innovations in solar technology.

Our Economy

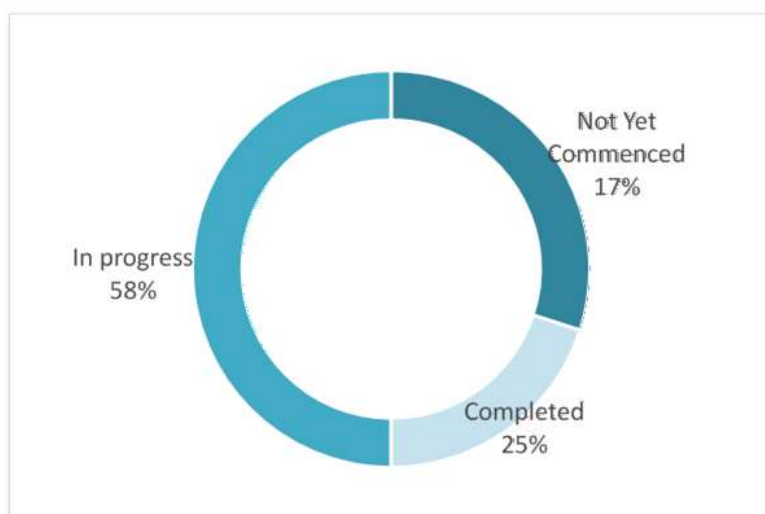
We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

PROGRESS SUMMARY

2017/18 - 2020/21 Delivery Program Actions



2019/20 Operational Plan Activities



2019/20 Budget
Operational Income

\$918k

2019/20 Budget
Operational Spend

\$1.645m

2019/20 Budget
Capital Income

\$0

2019/20 Budget
Capital Spend

\$0k

2017-2021 Delivery
Program Actions

8

2019/20 Operational
Plan Activities

12

Our Economy

CSP Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient hub to south east Australia to attract industry and investment

Delivery Program Action EC1.1 - Facilitate business excellence, innovation and collaboration in the Yass Valley LGA to build stronger business networks and support structures identified through the Economic Development Committee and relevant government agencies and community organisations.

In collaboration and partnership with the Yass Valley Business Chamber, support has been provided for a number of initiatives, including a Yass Valley Gift Card.

During the reporting period, 115 local Yass Valley businesses are involved in the acceptance and sale of Yass Valley Gift Cards.

\$1M has been secured for the proposed Murrumbateman Winery Trail under the Stronger Regional Communities Fund.

The Committee of Council received updates regularly receives updates from a range of critical stakeholders about the progress of activities to achieve economic objectives.

Operational Plan Activity - EC1.1.1 – Support and encourage participation in relevant business excellence award programs

Council supported and attended the 2019 Yass Valley Business Awards, which recognised excellence in business and employment within the Yass Valley Local Government Area.

Resource limitations meant that Council was unable to participate in any other activity during the 2019 reporting period. This will be address in the second half of 2020.



Delivery Program Action EC1.2 - Enhance and promote the Yass Valley brand to drive positive economic activity

Partnering with Upper Lachlan and Hilltops Councils, the Tourism Team participated in the Canberra Home and Leisure Show in October 2019. 'Visit Yass Valley' also participated in the 2019 Classic Yass event, by having an information booth for about staying in the region.

Operational Plan Activity EC1.2.1 - Implement relevant early stage actions identified in the Southern Tablelands Regional Economic Development Strategy (REDS) – Liveability and visitor economy

The State Government finalised the Regional Economic Development Strategy for the Tablelands (Yass Valley, Goulburn Mulwaree and Upper Lachlan), identifying key strengths and sectors for future development – of interest for Yass Valley is the Agricultural, Health and Aged Care, Freight and Logistics and Visitor Economy (tourism) sectors.

A vacancy for the Manager of Tourism and Business Liaison position has delayed any implementation of Strategy actions.

CSP Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination

Delivery Program Action EC2.1 - Enhance and promote the Yass Valley brand to drive positive tourism outcomes

Destination Southern NSW's plans and projects have now been aligned with Council's plans. This will assist Council in leveraging broader state initiatives and funding opportunities. A number of projects that will have a positive impact on tourism in our region have commenced or will be completed in 2020. These include: a tourism product and capacity audit, and the Canberra Regional Partnership and Leveraging Plan.

A report into the current delivery of tourism services across the Tablelands region has been commissioned. It seeks to understand the status quo and opportunities to reduce duplication of service delivery. With a primary focus on destination information servicing and marketing, this project has the scope to ensure the Tablelands can be properly developed and marketed as a holistic destination experience for the consumer. A project brief has been prepared and is waiting on agreement by all participating Councils.

Tourism reporting is undertaken at a regional level for the Tablelands region (Yass Valley, Goulburn Mulwaree, Upper Lachlan, Hilltops and Queanbeyan Palerang), is derived from data produced by Tourism Research

Our Economy

Australia using both the National Visitor Survey (NVS) and the International Visitor Survey (IVS). Current data for the year ending March 2019 is the most recent, and the trend of increased growth continues with the report identifying in Australia; 1,023,000 domestic overnight visitors. This is 10% growth on previous the year.

Operational Plan Activity EC2.1.1 - Implement Yass Valley tourism action plan

A review of operations was undertaken after the loss of two key Council staff in early 2019. A new staff structure was developed to align with strategies being developed to market the Yass Valley Region. Destination Marketing Officers have been undertaking training and will be liaising with businesses during 2020 to assist with social media strategy and marketing techniques.

Delivery Program Action EC2.2 - Collaborate with regional tourism stakeholders

As reported previously, a report into the current delivery of tourism services across the Tablelands region was recently commissioned.

The CRJO Regional Tourism Network met once during the reporting period. The network is the primary collaboration mechanism for Local Government to progress initiatives in partnership with Destination Southern NSW. Some of this Network's projects have been reported elsewhere in this report.

Operational Plan Activity EC2.2.1 - Investigate the feasibility of delivering collaborative tourism services with the Tablelands local government areas (LGA's)

A Tourism working group reporting to the Economic Development Committee has been disbanded. Key tourism initiatives continue to be provided to the Committee through a report by Council staff. The Committee has received presentations on the Destination Management Plan (DMP), and the alignment of Council's tourism activity, the DMP and Council's Community Strategic Plan. A Tourism Action Plan will be developed to provide priorities, activities, and measures for the Tourism Team.

Operational Plan Activity EC2.2.2 - Work collaboratively with LGA's within the Destination Southern NSW (DSNSW) and Canberra Region Joint Organisation (CRJO) to deliver tourism outcomes identified within the SNSNSW Destination Management Plan and priority projects

A draft Project Brief has been prepared for a collaborative project. Negotiations and workshops with participating Councils to finalise the project scope have commenced.

Operational Plan Activity EC2.2.3 - Facilitate the development of the Murrumbateman Winery Trail

Design work for the winery trail has commenced. Construction is scheduled to commence in September 2020.

Operational Plan Activity EC2.2.4 - Implement activities that develop export ready tourism businesses

Council hosted a seminar in Yass on the NSW Export Capabilities Program in August 2019.

CSP Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow

Delivery Program Action EC3.1 - Identify and participate in initiatives that assist small business

A Business community satisfaction and improvement survey was deferred due to short term resource limitations at Council. It is expected that this will be progressed shortly as a priority for a new manager at Council.



Operational Plan Activity EC3.1.1 - Participate in activities under the NSW Government's Office of Small Business - Small Business Month and Easy to Do business (ETDB) programs.

No activities have been undertaken for this reporting period.

Operational Plan Activity EC3.1.2 - Collaborate with the Yass Valley Business Chamber, State and Federal agencies to deliver skills development workshops and networking events for small business

The Small Business Friendly Councils Program has evolved into Service NSW Easy to do Business Program. Council partnership with this new entity commenced in

Our Economy

August 2018. Council continues to work with the Service NSW team as they roll out services across new sectors.

CSP Strategy EC4 - Foster and develop a diverse, adaptive and innovative agricultural industry

Delivery Program Action EC4.1 - Protect rural lands for agricultural purposes

A representative from NSW Farmers (Yass Branch) has been added to the Economic Development Committee membership to provide advice on agriculture related matters

Operational Plan Activity EC4.1.1 - Ensure agricultural use of the land is considered in all rural development applications

Council continues to consider the relevant zone objectives within the Yass Valley LEP 2013 for all Development Applications. The zone objectives for rural land include:

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base
- To encourage diversity in primary industry enterprises and systems appropriate for the area
- To minimise the fragmentation and alienation of resource lands
- To minimise conflict between land uses within this zone and land uses within adjoining zones
- To protect and enhance the biodiversity of Yass Valley
- To protect the geologically significant areas of Yass valley
- To maintain the rural character of Yass Valley
- To encourage the use of rural land for agriculture and other forms of development that are associated with rural industry or that require
- An isolated or rural location
- To ensure that the location, type and intensity of development is appropriate, having regard to the characteristics of the land, the rural
- Environment and the need to protect significant natural resources, including prime crop and pasture land
- To prevent the subdivision of land on the fringe of urban areas into small lots that may prejudice the proper layout of future urban areas

Delivery Program Action EC4.2 - Identify opportunities and barriers for the agricultural industry in Yass Valley

There have been no resources allocated to working with the local agricultural sector on identifying opportunities and barriers. This will be reviewed ahead of the next

Operational Plan.

Operational Plan Activity EC4.2.1 - Implement relevant early stage actions identified in Southern Tablelands Regional Economic Development Strategy (REDS) - Agriculture

The Agricultural Working Group within the Economic Development Committee has been disbanded as no opportunities to engage with this sector have yet been identified.

A representative from NSW Farmers (Yass Branch) has been added to the membership of the Committee to provide advice on rural and agricultural matters.

CSP Strategy EC5 - Encourage collaboration between businesses, government and training providers to develop employment and training opportunities for young people in the region

Delivery Program Action EC5.1 - Facilitate networking and collaboration amongst stakeholders

The business community satisfaction and improvement survey was deferred as reported elsewhere. This will form a priority in the next reporting period.

Operational Plan Activity EC5.1.1 - Support training and employment initiatives for young people.

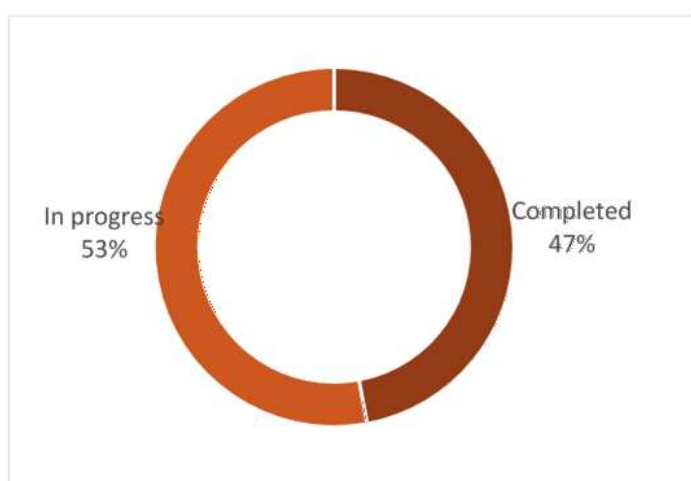
During the period Council made its annual financial contribution to the Bush Bursary Program. Preparations were made for the placement of two students in January 2020.

Our Community

We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self-sufficiency, and rural lifestyle.

PROGRESS SUMMARY

2017/18 - 2020/21 Delivery Program Actions



2019/20 Budget
Operational Income

\$791k

2019/20 Budget
Operational Spend

\$1.601m

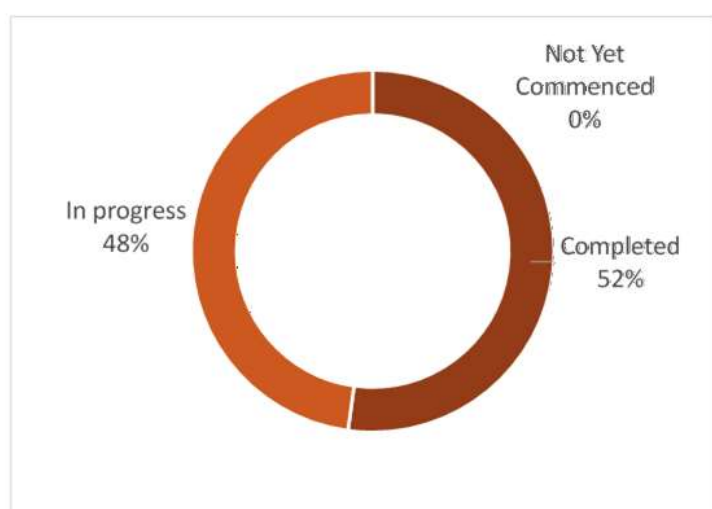
2019/20 Budget
Capital Income

\$0

2019/20 Budget
Capital Spend

\$0

2019/20 Operational Plan Activities



2017-2021 Delivery
Program Actions

17

2019/20 Operational
Plan Activities

23

Our Community

CSP Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services such as health care, education and transport

Delivery Program Action CO1.1 - Provide an accessible library service to all of the community.

Council's main library is accessible for persons with a physical impairment in terms of entry and movement. A mobile service operates in our villages for residents who cannot attend Yass. The library has resources for vision impaired patrons that includes audiobooks, an online Borrowbox service, and large font books.

Operational Plan Activity CO1.1.1 - Providing a library service that enables equitable access to information and programs

A community survey conducted in July 2019 shows that 80% of respondents believe library services are important/very important to the local community. Resident satisfaction with the library service was also high, with 74% of those surveyed stating they were satisfied or very satisfied.

Delivery Program Action CO1.2 - Advocate to the State Government and relevant agencies to ensure that transport, health and educational services are delivered equitably to all residents

Council participates in regular interagency meetings on community service delivery throughout Yass Valley.

Council also has a working relationship with the Southern NSW Local Health District which provides opportunities for matters to be raised relating to health services being provided to the community.

State Government funding for planning for a school in Murrumbateman has been announced.

Council has also been working closely with the Department of Education on a new indoor sports facility at the Yass High School. Funding for the facility was announced in the last NSW budget.

Operational Activity CO1.2.1 - Advocate to the State Government and relevant agencies to ensure equitable access to community, health and education services and funding to support infrastructure growth

During the period preparations were made to conduct a Local Housing Forum to identify housing needs and gaps in Yass Valley. The Forum is scheduled to be held in January 2020. The Forum is to inform the development of a local housing strategy which will provide a basis for Council's advocacy to ensure unmet

social and affordable housing needs are addressed.

Operational Activity CO1.2.2 - Advocate to Transport NSW to undertake a community and public transport audit

There are limited public transport services within Yass Valley. School bus services operate throughout the local area and there is a weekday bus service to and from Canberra. All residents of Yass Valley have access to the community transport service operated by Council.

Delivery Program Action CO1.3 - Ensure plans are in place for accessible community facilities and services in consultation with the Access Committee

The Disability Inclusion Action Plan (DIAP) has been adopted and the actions identified in the plan are now activities for implementation. Progress will be reported via the Annual Report.

Operational Plan Activity CO1.3.1 - Ensure infrastructure and service improvement programs are in place to provide the appropriate accessible community facilities and services

According to a recent community survey, 71% of those respondents who considered themselves physically, socially or economically disadvantaged, consider that Council's services/facilities are somewhat accessible to very accessible.

The new amenities building at Gundaroo Recreation Ground was completed in September 2019. The building was constructed in accordance with AS1428.1 *Design for access and mobility*. The facility will provide inclusive amenities which allow all community members to participate in sporting and leisure activities.

CSP Strategy CO2 - Encourage and facilitate active and creative participation in community life

Delivery Program Action CO2.1 - Deliver robust and diverse community engagement opportunities

Council continues to advertise all events, decisions, policies and community engagement activities on the Council website, in Council social media accounts, on the local radio, within local community newsletters and in the local newspaper.



Our Community

Operational Plan Activity CO2.1.1 - Implement Council's Community Engagement Strategy

Council's adopted Community Engagement Strategy was revised in September 2019. Changes to the *Environmental Planning and Assessment Act 1979* relating to the preparation of community participation plans are reflected in the revised Strategy.

Operational Plan Activity CO.2.2.1 - Undertake community engagement activities

Council advertises all community engagement activities on the Council website, through Council social media accounts, on the local community radio station, within local community newsletters and in the local newspaper.

A major direct engagement opportunity with the Yass Valley community is through Council's community roadshow. Held annually in March and April, these meetings are an opportunity to present Council's Operational Plan and budget and speak directly with and hear the views of the community.

Delivery Program Action CO2.3 - Develop and implement a Public Art Strategy that includes specific actions for the development of creative pursuits

In November 2017 Council adopted a Public Art Policy which the Public Art Committee considered sufficiently robust to not require a Public Art Strategy.

In April 2019 Council resolved that the Committee be converted to a Focus Group which would evaluate public art proposals.

Operational Plan Activity CO2.3.1 - Develop a plan for the Public Art Strategy.

The objectives and actions of Council's Public Art Focus Group will address the intent of CO2.3 above.

Delivery Program Action CO2.4 - Provide a library service that facilitates creative participation in community life

Satisfaction with both the quality and range of programs provided at the library has increased since

2018, with 88% of respondents are somewhat satisfied to very satisfied with the programs Council provides through the library service.

Operational Plan Action CO2.4.1 - Deliver a range of community focused library programs

The Yass Valley Library continues to offer a wide range of programs for its members and the wider community. Many of the programs are tailored for children to encourage and enhance literary skills. These programs include: Storytime, Mini Music, Lego Club and various school holiday programs.

The Library also provides programs for adults, with a special focus on the elderly, with programs such as Movie Mondays, Tech Help, Home Bound, Tax Help, Author Talks and Knitting Club.

The Yass Valley Library offers several outreach community programs to special interest groups to provide a service that the community may not otherwise receive. These outreach programs include: Mobile Library Service to surrounding villages (including visits to local preschools), Preschool Storytime and visits to Koori Playgroup. The library also is working in collaboration with the Friday Club, Valmar Support Services and Yass High School Support Class to provide programs that are tailored for the needs of their clients.

Delivery Program Action CO2.5 - Support the growth of a diverse range of community events

A recent community survey reported that 78% of respondents rated the quality of community events provided as fair to very good, and 74% stated they were somewhat satisfied to very satisfied with the range of events.

Operational Plan Activity CO2.5.1 - Provide access to financial support for development of community events through Council's Community Grants program

Council's Community Grants Policy has been modified to allow community events to be eligible for Community Grants.

Operational Plan Activity CO2.5.2 - Encourage cooperative marketing of major events through Seasonal Major Event Marketing Program

This program was replaced by a Spring Marketing Cooperative campaign.



Our Community

Operational Plan Activity CO2.5.3 - Publicise upcoming community events on Council's website and via Yass Valley Views

Council promotes all known community events on its website and via its social media channels. An events list is also included in the weekly Council page in the Yass Tribune, Council's monthly E-Newsletter and quarterly 'Valley Views' newsletter.

A recent community survey shows that 74% of respondents stated that they were somewhat satisfied to very satisfied with the range of events and that 78% of respondents surveyed rated the quality of community events as fair to very good.

CSP Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy and connected community

Delivery Program Action CO3.1 - Encourage and support existing and new interagency groups

In the six month period Council contributed to the operations of interagency groups through facilitating group communications and participation, chairing and documenting meetings and providing access to facilities and equipment.

Operational Plan Activity CO3.1.1 - Participate in relevant interagency groups

During the period Council staff participated in two meetings of the Yass Youth and Family Interagency Group and two meetings of the 'Fit for Life' Program Interagency Group.

Delivery Program Action CO3.2 - Connecting the community to Yass Valley Council through a range of Advisory Committees

Council operates six Advisory Committees: Yass Valley Youth Council, Yass Sports Council, the Economic Development Committee, the Aboriginal Consultative Committee, the Local Emergency Management Committee and the Traffic Management Committee.

Operational Plan Activity CO3.2.1 - Support the operations of Council's Advisory Committees. Monitor and advise on the need for and effectiveness of Council's Advisory Committees

Council's six Advisory Committees each met on two occasions during the period.

Delivery Program Action CO3.3 - Support the growth and development of volunteering

Council's Advisory Committees are comprised of community members who volunteer their time to

advise and support Council in achieving goals identified in the Community Strategic Plan.

The contact details of volunteer organisations within Yass Valley are being reviewed and updated.

Operational Plan Activity CO3.3.1 - Continue to engage volunteers in providing Council's Home Living Support and Library Services

A community survey conducted in July 2019 showed that 46% of the respondents had undertaken volunteer activities in the past 12 months and that 22% of those surveyed had participated in a community engagement activity.

Delivery Program Action CO3.4 - Develop a Crime Prevention Plan

Yass Valley crime statistics are monitored to determine the need for a Crime Prevention Plan. Current crime statistics indicate that the response by the NSW Police is adequate for the local government area.

Operational Plan Activity CO3.4.1 Review crime statistics to determine the need for a Crime prevention Plan

During the period Council and an Advisory Committee received presentations from Yass Police relating to the incidence and prevalence of crime in Yass Valley and future presentations have been scheduled.

Delivery Program Action CO3.5 - Foster road safety awareness

Council continues to work with Transport for NSW South West to foster road safety and awareness across the Council area. Funding from Transport for NSW for the Road Safety Officer position has been confirmed for 2019/21.



Our Community

Operational Plan Activity CO3.5.1 - Monitor and implement programs for road safety improvements and awareness

Council has successfully completed the following Road Safety Campaigns

- Mobile Road Safety displays at community events including Murrumbateman Field days, Classic Yass and Yass Community Carols have been attended with an estimate of 600 conversation held with locals and visitors about Road Safety issues predominantly Speeding and Fatigue. The aim of this engagement is to inform and raise awareness of the importance of driver behaviour choices, and to positively influencing drive behaviour. Individuals made sixty Safer Driving pledges the events attended and attendance at further Community events is scheduled for 2020.
- The Road Safety Officer designed eight concepts for new fatigue resources and submitted them to the marketing team for Transport for NSW. These resources are now fully developed available on the Transport for NSW Website.
- '65PLUS workshop for older drivers was conducted in October with a follow up session on Mobility scooters in November. Attendance for both events was 25. As previous workshops all information was well received.
- 'Plan B' drink driving campaign had a 'Win a Swag for your Plan B' competition in the two weeks leading up to the January Long Weekend 2020. Nine licensed premises participated.

All projects for the 2019/20 period are heavily influenced by the high incidence of speeding and fatigue related crashes in the Yass LGA. Projects focus on more personal engagement with the community to encourage safer driver choices and to reduce vehicle crashes in the Yass Valley area.

CSP Strategy CO4 - Recognise and celebrate our diverse cultural identities and protect and maintain our community's natural and built environment

Delivery Program Action CO4.1 - Ensure appropriate controls are in place to conserve the heritage value of our built environment

Local Heritage Items are identified in a schedule to the Yass Valley Local Environment Plan (LEP).

Operational Plan Activity CO4.1.1 - Review and update the Heritage Schedule within the Local Environmental Plan (LEP) to incorporate heritage guidelines for development

Guidelines for development relating to Heritage Items and Heritage Conservation Areas are being tested internally as part of the development assessment process.

Operational Plan Activity CO4.1.2 - Finalise the Yass Valley Comprehensive Development Control Plan

The Comprehensive Development Control Plan (DCP) has been drafted, however is on hold pending release of the NSW DCP template.

Delivery Program Action CO4.2 - Continue the Heritage Advisory Service

Council's Heritage Advisor attends the office monthly and provides professional advice on Development Applications involving Heritage Items and Heritage Conservation Areas. The Advisor also meets property owners to discuss new proposals and to recommend how to conserve or stabilise heritage buildings and structures.

The Advisor is also a member of the team which assesses applications for grants through the annual Yass Valley Local Heritage Grants Program and assists community members applying for State heritage funding.

Operational Plan Activity CO4.2.1 - Continue to secure co-funding for Local Heritage Grants program and advisory service from the Office of Environment & Heritage

Funding for the Local Heritage Grants Program and advisory service was received from the Office of Environment & Heritage during the period.

Delivery Program Action CO4.3 - Continue the Local Heritage Grants Program

Successful grant applications for 2019/20 were approved by Council at its July 2019 meeting.



Our Community

Operational Plan Activity CO4.3.1 - Encourage owners of local heritage items to seek funding for small conservation projects

Projects which received grant funding for 2019/20 include the Old Bank Building, Binalong, The Caledonia Store, Gundaroo, former St Columba's Church, Bookham and the Gundaroo Literary Institute.

Delivery Program Action CO4.4 - Implement the Yass Valley Aboriginal Reconciliation Action Plan in conjunction with the Aboriginal Advisory Committee

The Yass Valley Aboriginal Reconciliation Action Plan (RAP) was adopted by Council on 27 February 2019. The fencing of Oak Hill and the Yass Aboriginal Cemetery were completed in the period and construction began on the shelter for the installation of scarred trees on Oak Hill. This is scheduled for completion in early 2020.

Operational Plan Activity CO4.4.1 - Completion of the actions identified in the RAP

Implementation of actions identified in the RAP continued during the period, with the major achievements being completion of the fencing of the Yass Aboriginal Cemetery and commencement of work on the Scarred Tree installation on Oak Hill.

Operational Plan Activity CO4.4.2 - Assist in conducting the National Aboriginal Islander Day Observance Committee (NAIDOC) Week and Reconciliation Week events as provided for in the RAP

NAIDOC Week 2019 (7-14 July 2019) was acknowledged through hanging street banners depicting Aboriginal and Torres Strait Islander art and holding a flag raising ceremony.

CSP Strategy CO5 - Maintain our rural lifestyle

Delivery Program Action CO5.1 - Ensure the community is attractive and vibrant while maintaining our village atmosphere

A community survey conducted in July 2019 reports that 78% of the respondents rated the presentation and the atmosphere of towns and villages as fair to very good.

Operational Plan Activity CO5.1.1 - Develop and maintain CBD streetscapes and other village areas

Council completed consultation with the Gundaroo community in March 2019 to complete further streetscape improvements through the village.

Further pathways and street planters will be constructed in Gundaroo in later 2019. Other villages within the Local Government Area are being assessed

for ongoing and future improvements.

Council has also provided support for grant applications to State agencies by community associations and assisted associations to develop strategic plans for future operations.

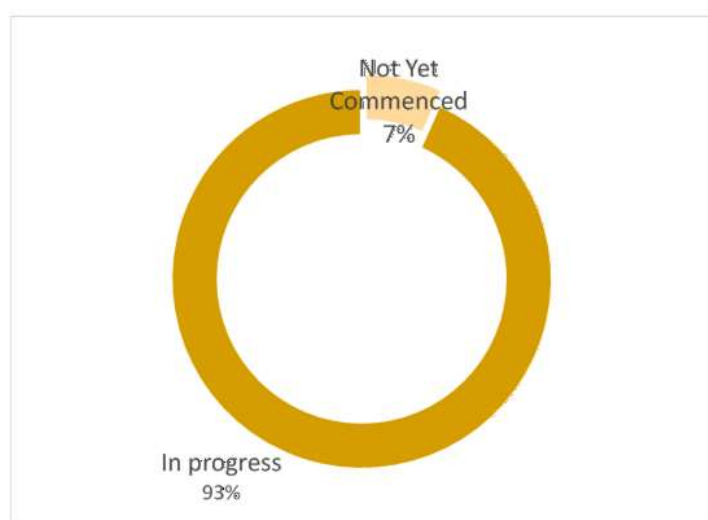


Our Infrastructure

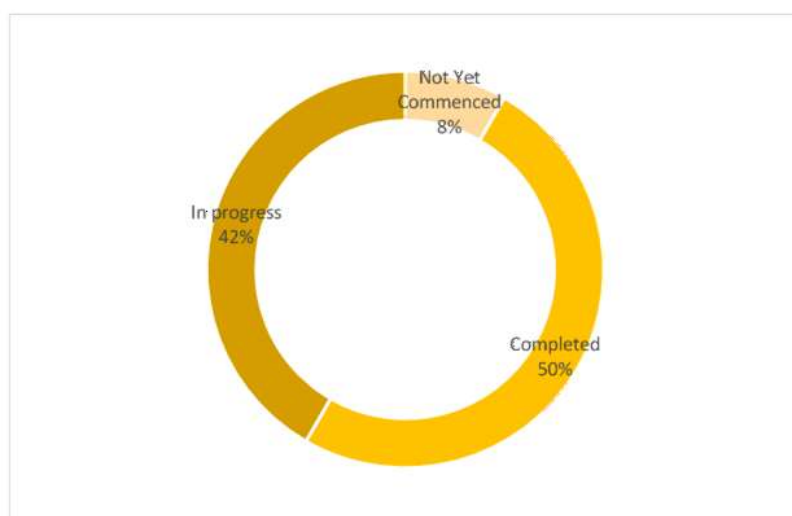
Our community is well serviced and connected to built, social and communications infrastructure.

PROGRESS SUMMARY

2017/18 - 2020/21 Delivery Program Actions



2019/20 Operational Plan Activities



2019/20 Budget
Operational Income

\$15.072m

2019/20 Budget
Operational Spend

\$18.446m

2019/20 Budget
Capital Income

\$10.058m

2019/20 Budget
Capital Spend

\$17.724

2017-2021
Delivery
Program Actions

15

19/20 Operational
Plan Activities

24

Our Infrastructure

CSP Strategy IN1 - Develop high speed rail links between the region, Canberra, Sydney and Melbourne

Delivery Program Action IN1.1 - Assess the advantages and disadvantages for Yass Valley of any high speed rail proposal

There have been no new high speed rail proposals received by Council.

Operational Plan Activity IN1.1.1 - Assess advantages and disadvantages for Yass Valley of any high speed rail proposals for Yass Valley

There are no options to consider as there have been no new high speed rail proposals received by Council.

CSP Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres

Delivery Program Action IN2.1 - Lobby the Federal and State Governments to upgrade the Barton Highway

The Federal Government committed \$100 million in the 2018-2019 budget for this project. This new funding builds on the existing \$100 million commitment from the NSW and Federal governments. Work is commencing in 2020 starting at the ACT border and working west. Council is working closely with Transport for NSW on the project.

Operational Plan Activity IN2.1.1 - Lobby the Federal and State Governments to duplicate the Barton Highway

The Australian Government committed \$100 million in the 2018-2019 budget. This new funding builds on the \$100 million commitment which is progressing duplication from the ACT border west towards Murrumbateman.

Delivery Program Action IN2.2 - Advocate for public transport links or improved services where there is a demonstrated community need

Two additional bus shelters have been installed through successful grant funding.

Council provides data to ACT Transport for their regional transport planning and modelling projects.

Operational Plan Activity IN2.2.1 - Advocate for public transport links or improved services where there is a demonstrated community need

Two additional bus shelters have been installed through successful grant funding.

Delivery Program Action IN2.3 - Seek funding opportunities to deliver upgrade works on regional roads

Council received a \$230,000 grant under the Regional Road Repair Program. These funds combined, with Council's matching allocation, resulted in 1 km of Wee Jasper Road (segment 69) being rehabilitated.

Operational Plan Activity IN2.3.1 - Seek funding opportunities to deliver upgrade works on regional roads

Council received a \$225,000 grant under the Regional Road Repair Program. These funds combined, with Council's matching allocation, resulted in 1 km of Gundaroo Road being rehabilitated.

CSP Strategy IN3 - Maintain and improve road infrastructure and connectivity



Delivery Program Action IN3.1 - Deliver transport asset infrastructure, maintenance, renewal and enhancement programs for urban, rural and regional roads to maintain or improve overall condition.

Council continues to deliver transport asset infrastructure, maintenance, renewal and enhancement programs, including unsealed road grading, road resealing, heavy patching and road rehabilitation programs with \$8.9M is being spent on transport infrastructure in Council's 2018/19 operational budget.

Operational Plan Activity IN3.1.1 - Develop and deliver annual programs for urban, rural and regional road renewal and construction, including bridges and stormwater

The replacement of 9 of 11 timber road bridges has progressed to being trafficable. All remaining bridges and works will be complete end February 2020.

Our Infrastructure

Council has been successful in obtaining the following grants:

- Community Development Scheme to replace 3 timber road bridges (\$1.2M)
- Fixing Country Road Program to rehabilitate Nanima Road (\$4M) and Yass Valley Way (1.8M)

Operational Plan Activity IN3.1.2 - Develop and deliver annual maintenance programs for urban, rural and regional roads based on priority and in accordance with allocated budgets

Council road assets are being maintained and renewed on a priority basis within the available funding.

The annual reseal program is currently achieving an intervention period of 20 years.

Operational Plan Activity IN3.1.3 - Implement sound asset management practices in accordance with industry standards

Council adopts a whole of life approach to its management of assets.

Council's Asset Management Strategy contained within its strategic Resourcing Strategy is being updated to direct the achievement of desired outcomes. Council is also updating its GIS information to include layers to management assets.

Council's current Asset Maintenance Ratio is 98%, just under the benchmark 100%. Our Infrastructure Backlog Ratio is 1.12% which is within the less than 2 % benchmark. Council's Building and Infrastructure Renewals Ratio has slipped in 2019 to 60% from 100% in 2018. This is being addressed in current infrastructure planning.

Delivery Program Action IN3.2 - Deliver Roads & Maritime Services (RMS) state road maintenance and renewal programs in accordance with the road Maintenance Council Contract

Council continues to work with Transport for NSW to deliver road maintenance and renewal programs on State Roads under the Road Maintenance Council Contract through a range of activities including heavy patching, sign maintenance and pavement renewal projects.

Operational Plan Activity IN3.2.1 - Deliver Roads & Maritime Services (RMS) state road maintenance and renewal programs in accordance with the Road Maintenance Council Contract (RMCC)

The RMCC continued to deliver both maintenance and

Transport for NSW ordered works on State Roads in 2019/20.

CSP Strategy IN4 - Maintain and update existing community facilities and support the development of new community infrastructure as needed.

Delivery Program Action IN4.1 - Develop and maintain new and existing recreational and community assets to address our communities needs in a sustainable manner

A recent community survey shows that 73% of respondents rated Council's provision of community buildings and pools as fair to very good. Council has constructed new LED lights at Walker Park in September 2019 which are energy efficient and require lower lifecycle asset maintenance, saving significantly on running costs. This project used energy efficient technology which reduce electricity costs.

Operational Program Activity IN4.1.1 - Develop and maintain sports grounds and associated facilities to a standard that enables use by a variety of users

Council received \$1.65M through Round 1, NSW Stronger Country Communities fund to complete three new amenities building at Gundaroo, Binalong and Sutton Recreation grounds.

Building works has been completed on the second amenities building at Sutton Recreation Grounds in Sep 2019.

Council also successfully received Round Two of the Stronger Country Communities Fund (\$879,000) to upgrade sports lighting at Walker Park, resurface the level two of the Yass netball courts, and provide new sportsground lighting at Murrumbateman Recreation Grounds. Stage 1 of the lighting at Walker Park was completed in September 2019.



Our Infrastructure

Operational Plan Activity IN4.1.2 - Develop and maintain parks, playgrounds and other open spaces to a standard that enables use by a variety of users

Council replaced existing playground equipment at Coronation Park in Yass. This included removal of the existing 'Miracle Spiral slide' and modular unit and replacement with equipment compliant with the Australian Standards (AS4685). This equipment is inclusive to a range of users. This work was completed in Dec 2019 (see picture below).

Operational Plan Activity IN4.1.3 - Maintain and operate Council's commercial assets including swimming pools and Yass Caravan Park

The pool opened in November for the 2019/20 swimming season. Council is offering a number of activities including swimming lessons, stroke correction lessons and afterschool swim training.

Morning swimming continues three days per week with lap lanes provided throughout the day.

Yass Caravan Park management contract was renewed in December 2019 for an initial four year period. The park continues to enjoy high occupancy rates.

Caravan Park advertising appears on the following websites: Cariscope, Visit NSW, Caravan & Camping Association, Yass Valley Council, Visitor information Centre sites.



Operational Plan Activity IN4.1.4 - Manage Council's properties and buildings

Building condition ratings remain stable with maintenance and repairs being undertaken on an 'as required' basis within the budget allocation. All repairs were managed within the current budget in this reporting period.

Operational Plan Activity IN4.1.5 - Develop Plans of Management for Community land and Crown land devolved to Council

Development of Plans of Management has begun on Crown Land which is managed by Council as a priority due to the recent reforms under the Crown Land Management Act 2016.

Operational Plan Activity IN4.1.6 - Develop and operate Council's cemeteries.

There were 21 interments during July – December 2019 in Council's cemeteries. All burial requests were completed within service level standards.

Operational Plan Activity IN4.1.7 - Provision of a Pedestrian and cycleway network

Council has an ongoing program of works to improve and maintain the network. Currently, preparatory work is being done for the Murrumbateman Winery Trail.

Delivery Program Action IN4.2 - Ensure sufficient land is appropriately located for future Council facilities and emergency services

Land in Faulder Avenue, adjoining the Yass Transfer Station is being considered as a location for a new emergency services facility. Consultants are developing a concept plan for this site.

Operational Plan Activity IN4.2.1 - Ensure that as settlement grows locations are appropriately earmarked for Council facilities and emergency services

Options are continually being assessed and, where necessary, consultation with agencies and communities is undertaken regarding facilities.

CSP Strategy IN5 - Ensure high quality water supply options for the towns in the region

Delivery Program Action IN5.1 - Council to supply quality water, cater for growth and quality enhancements that addresses the community needs

There were no water quality issues during the period. Water level decreased in the Yass Dam and Level 1 water restrictions were imposed in late December. Council's Water Restrictions Policy was updated to reflect current dam capacity.

Council commenced preparation of an Integrated Water Cycle Management Strategy. Department of Planning, Industry and Environment provided a grant of up to \$191,512 for this study. It will inform water and sewerage enhancements in the next 30 years.

Our Infrastructure

Preparation of Business Case and Detailed Design for the Yass Water Treatment Plant Upgrade is underway.

Yass to Murrumbateman Water Transfer System Project is in construction phase and is 78% complete.

Operational Plan Activity IN5.1.1 - Council to supply quality water, cater for growth and quality enhancements that addresses the community needs

Works on the preparation of Detailed Design and Business Case for the Yass Water Treatment Plant Upgrade Project commenced in October 2019. The Project is funded by the grant of \$1.2 million from the Housing Acceleration Fund (HAF). Project Workshops were held in November 2019, to assess options for the upgrade. Advice and guidance were obtained from several specialists from DPIE Water and NSW Health through their participation in project workshops.

Construction of 2.15ML reservoir at Murrumbateman was completed and testing of reservoir is in progress. Laying of 17.9km long, 250mm diameter pipeline was completed. Pipeline testing was also completed satisfactorily. Works are continuing at Morton Pump Station with completion in 2020.

CSP Strategy IN6 - Provide an efficient and sustainable waste service

Delivery Program Action IN6.1 - Provide and operate a quality sewer network. Cater for growth and quality enhancements that address the community needs

Council continues to provide and operate an effective and efficient wastewater (sewer) network and addresses issues relating to population growth as and when such needs arise.

Operational Plan Activity IN6.1.1 - Operate an efficient sewerage management network

Sewer main relining work commenced in September 2019 on trunk sewer mains. Approximately 1,400m of 225mm and 400mm diameter mains were repaired and relined thus extending their lifespan and reliability. Tender documents for Wellington Road Pump Station was completed and power supply design is continuing. This pump station will serve 200 new residential lots in Wellington Road catchment initially, and 400 residential lots ultimately.

Yass Wastewater Treatment Plant effluent quality was compliant for the reporting period.

Murrumbateman Wastewater Treatment Plant is also compliant with EPA Licence conditions. No effluent is released to the environment from this plant.

Delivery Program Action IN6.2 - Provide an efficient and sustainable waste service

Residents in Gundaroo, Sutton and Bookham villages will be surveyed in February 2020 about their inclusion in Council's kerbside collection service.

All EPA annual reporting targets for Murrumbateman landfill have been achieved in the reporting period.

Operational Plan Activity IN6.2.1 - Operation of domestic and commercial waste collection

Domestic and commercial waste collection was delivered with no service issues. 350 tonnes of kerbside collected recycling was delivered to the Canberra Recycling Centre in the reporting period.

Operational Plan Activity - IN6.2.2 decommissioning of Murrumbateman Landfill in accordance with Landfill Closure Plan and relevant EPA guidelines -

A Murrumbateman Landfill Closure has been given approval by the EPA. Work will commence in 2020 on capping and restoration of the fill site.

CSP Strategy IN7 - Secure improvements for and future proof telecommunications infrastructure

Delivery Program Action IN7.1 - Advocate for servicing of mobile blackspot areas



Blackspot eradication is a more pressing issue for the Goulburn Mulwaree Council area within the three Council strategic plan model. Council responds to issues about blackspots when they arise.

Operational Plan Activity IN7.1.1 - Advocating for the continued installation of mobile telephone towers and related infrastructure prioritised in blackspot (no coverage) areas

A community survey conducted in July 2019 found that 66% of the community are somewhat satisfied to very

Our Infrastructure

satisfied with the Federal Government regarding the improvement of mobile phone blackspots.

Delivery Program Action IN7.2 - Advocate for a more stable communication network

Council continues to work with government and Telcos to improve internet access in the area. A more detailed examination of improvements to data limits in the Yass CBD has commenced.

Operational Plan Activity IN7.2.1 - Liaise with communication providers that operate in our region, to achieve a more stable communication network for fixed line mobile and internet communication systems

A community survey conducted in July 2019 found that 58% of respondents are somewhat to very satisfied with the adequacy of communication channels/options provided by the Federal Government

CSP Strategy IN8 - Improve accessibility to and support the development of health and medical facilities in the region

Delivery Program Action IN8.1 - Continue to advocate on behalf of the community for health and medical facilities in the region

Council continues to meet regularly with the Southern NSW Local Health District particularly to remain informed on the redevelopment of Yass Hospital.

Operational Plan Activity IN8.1.1 - Continue to advocate on behalf of the community for health and medical facilities in the region. –

Council has a working relationship with the Southern NSW Local Health District providing opportunities to raise significant matters in relation to services being provided.

A community survey conducted in July 2019 illustrates that 65% of respondents rated the adequacy of health and medical facilities as fair to very good.



CSP Strategy IN9 - Improve accessibility to and support the development of education and training facilities in the region

Delivery Program Action IN9.1 - Continue to advocate on behalf of the community for education and training activities to serve our residents

Council has entered into a joint use MoU with the Department of Education that will assist more efficient use of facilities and planning for multi user facilities.

Operational Plan Activity IN9.1.1 - Continue to advocate on behalf of the community for education and training activities to serve our residents

Council has entered into a joint use MoU with the Department of Education that will assist planning and delivery of joint-use facilities. Council continues to work with the State Government for the planning and construction of a new school in Murrumbateman, and multi-purpose indoor sports facility at Yass High School.

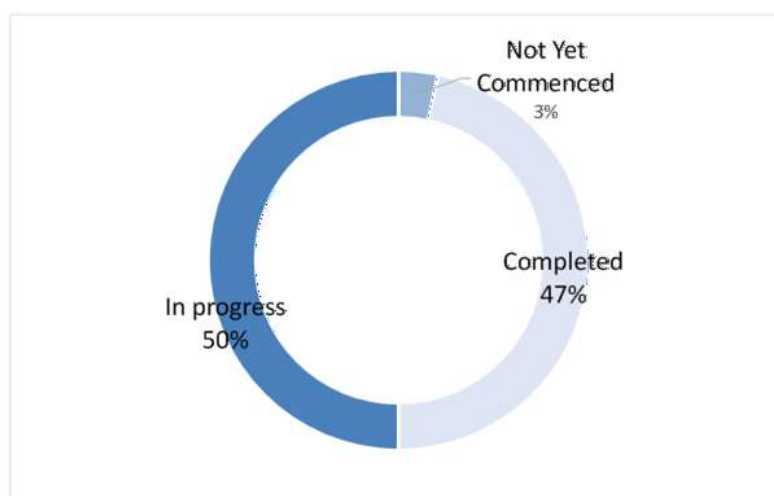
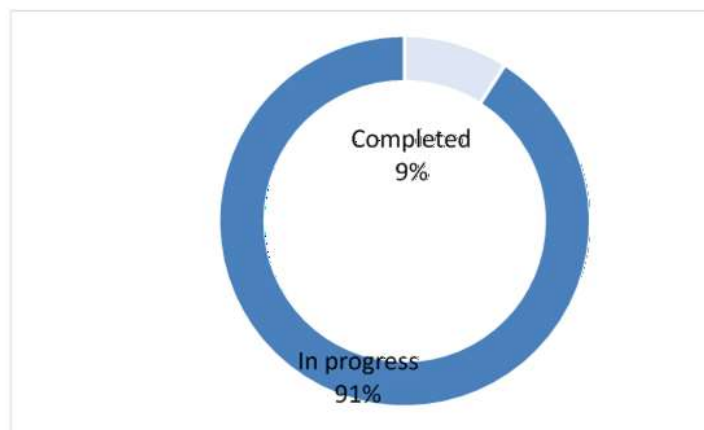
Our Civic Leadership

Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities.

PROGRESS SUMMARY

**2017/18 - 2020/21 Delivery Program
Actions**

2019/20 Operational Plan Activities



2019/20 Budget
Operational Income
\$13.002m

2019/20 Budget
Operational Spend
\$4.539m

2019/20 Budget
Capital Income
\$0

2019/20 Budget
Capital Spend
\$0

2017-2021 Delivery
Program Actions
11

2019/20 Operational
Plan Activities
30

Our Civic Leadership

CSP Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community

Delivery Program Action CL1.1 - Ensure activities carried out in Yass Valley are in a safe manner and meet legislative requirements

There have been no compliance breaches reported to Council by any external agencies for the period.

Operational Plan Activity CL1.1.1 - Monitor and respond to compliance issues relating to OSSM systems food and other regulated premises, companion animals, livestock and parking

OSSM (On-site Sewerage Management) audits have been conducted in line with the strategy and audits undertaken on high risk areas and systems. This has not only included households but also caravan parks and business premises. During the reporting period, a total of 25 inspections were conducted. A total of 97 food shop inspections were also conducted throughout the Yass Valley. In addition to the inspections, educational advice and material was provided to operators. There were 5 warning letters and 2 improvement notices issued. All (100%) of suitable companion animals were either returned to their owners or rehomed during the period.



A total of 38 dogs were impounded, 27 were returned to their owners, and the remainder rehomed with the assistance of dog rescue groups. Four which had been involved in serious attacks on livestock or were determined to be dangerous were euthanised at the owners' request. Animals impounded are rehomed throughout Australia and we continue to get very positive feedback on the work in this area. Five orders were issued to address menacing/dangerous dogs.

Inspections were undertaken for skin penetration businesses, mortuaries, swimming pools, noise and

related matters. Compliance staff undertook inquiries into illegal dumping, abandoned vehicles, fire hazards, illegal signs and straying stock. Assistance was provided to other agencies including Police, Local Land Services, NSW EPA, NSW Health and community welfare groups.

Operational Plan Activity CL1.1.2 - provide education programs on Onsite Sewerage Management (OSSM) systems, food safety awareness and companion animals

Education programs were delivered through community groups, proactive inspections, field days and school visits.

Operational Plan Activity CL1.1.3 Respond to stray or wandering livestock issues

There were 15 incidents of straying stock reported and actioned. The dry conditions experienced in the Local Government Area is a factor in this result.

Operational Plan Activity CL1.1.3 – Provide a fleet of adequately maintained vehicle and plant, updated in accordance with renewal schedules



Council has 112 items of plant (subject to sale and purchase regularly) ranging from heavy, medium and light plant to utilities and passenger vehicles (excluding light trailers) All of these items are required by legislation to be registered to be driven on the road.

For this reporting period (1 July 2019 to 31 December 2019), 65 scheduled maintenance services were carried out on these 112 plant items.

Additionally Council's fleet workshop performed services and inspections on 21 Rural Fire Service vehicles during the reporting period.

Operational Plan Activity CL1.1.4 – Provide an effective and efficient role in emergency management and the development of associated plans

The Yass Valley Emergency Management Committee continues to meet on a quarterly basis The YVC Emergency Management Plan and associated

Our Civic Leadership

documents are current and are reviewed every 3 years. A Regional EOC has been activated a number of times this season due to severe/catastrophic weather conditions.

Operational Plan Activity CL1.1.5 – Undertake Work Health and Safety (WHS) improvement actions

Due to major commitments and changes at Council, we are unable to participate in the StateWide Mutual CIP process this year. However, we are participating in our other insurance provider's scheme, StateCover's self audit and WHS Action Plan for 2019-20.

Council is also evaluating a new online risk management system: Vault. This is provided by StateCover who developed system process and who have absorbed all licensing costs. Vault is available to all their members, (the Councils of NSW). This project is ongoing.

The Vault System provides a premium quality platform for managing WHS, environment, quality and **other council risks**, and includes a wide range of specialist risk management, functionality and customisable management reporting.

Delivery Program action CL1.2 - Address the community's needs in a sustainable manner

Sustainable Council operations is primarily a function of good asset and financial management. The recent Special Rate Variation has provided certainty for the next ten years.

Operational Plan Activity CL1.2.1 - Continue to align with Office of Local Government (OLG) financial ratio benchmarks

Council's Fit for the Future strategies continue to be implemented and monitored. After consideration of the second quarterly budget review, the Long Term Financial Plan remains on target to meet all financial ratios by 2026.

Operational Plan Activity CL1.2.2 – Continue to align with SRV determination

The Special Rate Variation has been applied to expenditure in accordance with the Minister's Order.

Details are reported in Council's Annual Report, issued in November 2019.

Delivery Program Action CL1.3 - Meet its objective through improving the effectiveness of risk management, controls and governance processes

Council has not been notified of any compliance

breaches. 100% of internal audit recommendations have been accepted and are being implemented in accordance with proposed schedule. 100% of all approved claims have been covered by Council's insurers.



Operational Plan Activity CL1.3.1 - Provide independent, objective assurance and consulting activity to add value and improve Yass Valley Council's obligations

A contract Internal Audit and Risk resource has been engaged from mid-October 2018. A comprehensive risk assessment has been undertaken and a revised risk-based Internal Audit program is being prepared. The Audit, Risk and Improvement Committee (ARIC) has met twice during the Reporting Period.

Recruitment for a shared Internal Audit and Risk resource was finalised in October 2019 with Upper Lachlan Shire and Goulburn Mulwaree Councils.

Operational Plan Activity CL1.3.2 - Manage Council's risks

Council has recently provided a first draft Risk Register to the Audit and Improvement Committee. The new manager will progress the implementation of this register into daily operations during 2020.



Our Civic Leadership

Delivery Program Action CL1.4 - Be compliant, more efficient and effective

An Internal Audit function has been established in Quarter 4 of 2019 by the Audit Risk and Improvement Committee with a mandate to provide independent assurance and consulting services that add value and improve operations of the Council.

With the guiding oversight of the Audit, Risk and Improvement Committee, Internal Audit is helping the Council be more compliant, efficient and effective by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of the Council's governance, risk management and internal controls.

Operational Plan Activity CL1.4.1 - Implement Internal Audit Plan

Internal Audit is in the process of compiling an enterprise wide Risk Register in consultation with staff, business unit managers and the executive management team for consideration of the Audit, Risk and Improvement Committee in Quarter 1 of 2020.

A four year Strategic Internal Audit Plan will be



informed by the enterprise wide Risk Register and is due to be completed for consideration of the Audit Risk and Improvement Committee in Quarter 2 of 2020.

Operational Plan Activity CL1.4.2 - All regulated compliance is adhered to

Non-compliance with all statutory obligations for reporting presents a significant regulatory risk to the

Council and is captured in the enterprise wide Risk Register. An Internal Audit review will be performed over the Council's Compliance Framework commencing in Quarter 3 of 2020 to ensure the Council continues to meet its statutory obligations for reporting when they fall due.

Delivery Program Action CL1.5 - Improve Council's operating performance (operating performance ratio)

Financial modelling indicates an improvement in Council's operating ratio and that at a minimum the required breakeven target at year 2026 will be achieved.

Operational Plan Activity CL1.5.1 - Implement SRV by increasing rates by 8.5% p.a. (inclusive of the annual rate peg) for 4 years from 2016/17

Revenue has been increased by implementing the second year of the 4 year rate rise (8.5% per year).

Operational Plan Activity CL1.5.2 - undertake a program of service reviews to ensure that services are delivered in the most cost effective and efficient manner

Council's service review program has been suspended. The methodology adopted was not providing benefits beyond what could be obtained through work to improve efficiency. Business excellence will be explored at Council subsequent to more fundamental governance enhancements such as clearer roles and responsibilities and business unit plans.

Operational Plan Activity CL1.6.1 - Implement SRV by increasing rates by 8.5% p.a (inclusive of the annual rate peg) for 4 years from 2016/17

Revenue has been increased by implementing the second year of the 4 year rate rise (8.5% per year).

Operational Plan Activity CL1.6.2 - Review fees and charges to ensure user pay principles are adopted where possible

Fees and charges were reviewed for inclusion in the 2019/20 Operation Plan.

Operational Plan Activity CL1.6.3 - Review commercial activities to ensure Council is maximising returns

Council reviewed profitability of its commercial activities and adjusted user pays fees accordingly for inclusion in the 2019/20 Operational Plan.

Our Civic Leadership

Delivery Program Action CL1.7 - Ensure that Council assets are being renewed faster than they are deteriorating

Council's asset maintenance ratio continues to be close to the 100% benchmark set during the Fit for the Future program. This is within Council's annual report.

Operational Plan Activity CL1.7.1 - Review service priorities to ensure sufficient revenue is provided for asset renewal

New condition assessment data is being sourced to inform the development of new Asset Management Plans in 2019/20

Operational Plan Activity CL1.7.2 - Undertake a strategic review of Council's land holdings to determine the best option for each

A review of all current asset management plans is underway to ensure that the financial strategies align with the needs of our assets.

Operational Plan Activity CL1.7.3 - Develop asset management plans for transport and buildings asset classes

The recent restructure of Council's Engineering Division has included change to dedicate resources to work on improvements to asset management. New and updated asset management plans will be developed in accordance with a broader asset management strategy.

CSP Strategy CL2 - Encourage and facilitate open and respectful communication between the community, the private sector, Council and other government agencies

Delivery Program Action CL2.1 - Make doing business with Council easier

Council has prioritised the development of a new Customer Service Strategy in 2020. This will include objectives for on-line self-service.

Operational Plan Activity CL2.1.1 - Continued development of Council's online presence that improves customer experiences

Council's online presence was rated as fair to very good by 73% of surveyed respondents.

Delivery Program Action CL2.2 - Inform and engage with the community on all actions of Council

Council continues to use its official website to inform the community of engagement opportunities and announcements. The website is also regularly revised to ensure all content is updated and easily accessible.

Operational Plan Activity CL2.2.1 - Deliver communications campaigns which clearly inform the community of Council's actions

A recent community survey has showed that 65% of surveyed respondents rated Council's ability to inform the community of projects, actions, policies and program as fair to very good. Council will use this result to prioritise improvements in this area.

Council continues to use its adopted Community Engagement Strategy to ensure adequate engagement is undertaken with our community. Specific Communication and Engagement Plans are developed for all major projects and are designed to ensure all information is included when informing our community.

Operational Plan Activity CL2.2.2 - Implement Council's Communication with the Media and Social Media policies to ensure open and honest communication.

Council's Social Media Policy was adopted in July 2017 and is regularly reviewed to ensure all social media activity is compliant with the policy.

Operational Plan Activity CL2.2.3 - Implement Council's Community Engagement Strategy

Council's Community Engagement Strategy was updated in September 2019 to include new engagement processes in relation to changes in planning legislation. The revised strategy is used to ensure adequate engagement is undertaken with our community. Specific Communication and Engagement Plans are developed for all major projects and are designed to ensure all information is included when informing our community.

Operational Plan Activity CL2.2.4 - Develop project specific Communication Plans to ensure Council adheres to its' Community Engagement Strategy

Individualised communications plans are developed for all major projects to ensure our community is kept informed. They outline the communications activities which will be undertaken throughout the life of the project as well as a post report evaluation to assess the success of Council's engagement.

A recent community survey has illustrated that 61% of respondents rate Council's level of engagement and opportunities provided by Council to have your say as fair to very good.

Our Civic Leadership

Delivery Program Action CL2.3 - Undertake community engagement to ensure the community is involved in Council's decision making process

Council continues to implement community engagement processes for all projects to ensure that all effected and interested community members have the opportunity to be a part of the decision making process.

Operational Plan Activity CL2.3.1 - Implement Council's Community Engagement Strategy for all major projects

Plans are developed in line with Council's Community Engagement Strategy as part of major projects on an as needs basis to ensure our community is kept informed.

CSP Strategy CL3 - Collaborate and cooperate as a group of councils to achieve efficiencies and a greater voice in regional decision-making and encourage similar cooperation across other sectors and community groups

Delivery Program Action CL3.1 - Actively participate in the Canberra region of joint Councils (CRJO)

Council is actively involved in the Canberra Region Joint Organisation.

Operational Plan Activity CL3.1.1 - Actively participate in the Regional Joint Organisation of Councils (CRJO)

Council has a prominent role in the region with the Mayor being the Chair of the Canberra Region Joint Organisation. This work includes leading the development of regional priorities which has included the Barton Highway duplication.

CSP Strategy CL4 - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region

Delivery Program Action CL4.1 - Monitor and distribute information from government

Information from government is registered and distributed to Councillors and staff through our Electronic Data Management System (EDMS). All information relevant to the public is also placed on Council's website.

Operational Plan Activity CL4.1.1 - Provide information to community organisations on funding opportunities

Contact lists are used to keep community organisations informed on funding opportunities and grants programs. And opportunities for funding particular initiatives have been considered in collaboration with community groups.

Operational Plan Activity CL4.1.2 - Provide information to community organisations on training in writing grant applications

Council will work on a more structured approach to providing access to grant-writing skills alongside other community development priorities.

Delivery Program Action CL4.2 - Facilitate networking in the region to share ideas

As well as actively participating in the Joint Organisation, Council regularly networks with other Councils both regionally and wider to facilitate the implementation of best practice models across the local government industry.

Operational Plan Activity CL4.2.1 - Attend and actively contribute to regional interagency and cross-border meetings

Council are active participants in all opportunities for collaboration. These include the ACT Catchment Management Coordination Group, Canberra Region Joint Organisation, Regional Planners Network, Country Mayors Association to name a few.



