

Corowa Shire Council

Delivery Program

2012 – 2016

Operational Plan

2012 – 2013



2022 - Our Vision, 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.

We are a great place to visit, to live and to enjoy. We are the choice.

Corowa Shire Council is pleased to present the 2012-2016 Delivery Program and 2012 – 2013 Operational Plan. This document is a statement of commitment to the community from our elected Council and presents the Council's response to implementing our *Community Strategic Plan; 2022 and beyond*. It is the point where the community's strategic goals are translated into actions. The focus is centred on providing services and facilities that deliver the community's priorities as identified in the Community Strategic Plan.

Incorporated into our Delivery Program is an annual Operational plan which spells out the details of the Program – the individual projects and activities that will be undertaken to achieve the commitments made in the Delivery Program.

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.

Council is excited to continue to work with the community and stakeholders to implement the priorities outlined in the Community Strategic Plan.

The Councillors and staff of Corowa Shire Council commend all the dedicated residents, service providers and stakeholders who contributed to the development of the Community Strategic Plan and look forward to working closely with the community in the implementation of the Delivery Program 2012-2016 and Operational Plan 2012-2013.

The Shire

Corowa Shire has a population of around 11,000 people with the population based in three main towns including Corowa with a population of 5,628, Howlong 2,110, Mulwala 1,985, and 905 people in smaller villages and rural areas of Balldale, Coreen, Buraja-Lowesdale, Daysdale, Rennie, and Savernake. Corowa is the key town in the region which has developed over time as a key service centre for surrounding rural villages and farming communities.

The shire covers an area of 2407.29 square kilometres.



Our Community Assets

Over 15,000 community assets have been identified within the Shire. Community assets managed by Corowa Shire include:

- Local road network (around 1,500km of road)
- Town water (160km of water mains and 5,000 connections)
- Town sewer (over 140km of sewer mains)
- Footpaths (over 40km's)
- 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 Corowa Shire managed community infrastructure is estimated at \$250,000,000. However this infrastructure has a current value of \$115,000,000 and is depreciating at an annual rate of \$6,000,000.



The Riverina

The three main cities in the Riverina-Murray area are Albury, Wagga Wagga and Griffith. In recent years, the main population trend throughout the Riverina has been growth in the larger centres, fed by decline through rural districts. Rural decline has been due to consolidation of agricultural properties and concentration of employment in larger towns and cities. Rural areas generally have lost younger people and retain an older age profile.

In 2031, the population of the Riverina Cities will be 123,883, an increase of 11,411 persons (10.15%) from 2006. This represents an average annual growth rate of 0.39%. The table below shows a snapshot of some of the councils in the area.

Riverina Cities	2011	2021	2031	Avg annual % change
Riverina Cities	113,239	117,663	123,883	0.39
Albury City	52,063	61,507	71,120	1.55
Berrigan Shire	8,716	9,410	10,174	0.81
Conargo Council	1,656	1,593	1,571	-0.39
Corowa Shire	11,883	12,940	14,002	0.81
Deniliquin Council	7,722	7,897	8,273	0.27
Greater Hume Shire	10,347	11,076	11,912	0.62
Jerilderie and Urana Council areas	2,901	2,792	2,783	-0.32
Leeton Shire	11,849	12,297	12,758	0.32
Lockhart Council	3,234	3,239	3,282	-0.02
Narrandera Council	6,139	6,038	6,095	-0.11
Wagga Wagga City	62,868	70,776	79,379	1.15

The following table shows the changes expected in our community between 2006 and 2031:

	2006	2011	2016	2021	2026	2031
Population	11,432	11,883	12,426	12,940	13,457	14,002
Change in population		451	543	514	517	545
Average annual change (%)		0.78	0.9	0.81	0.79	0.8
Households	4,750	4,999	5,272	5,546	5,821	6,096
Average Household size (persons)	2.38	2.35	2.32	2.30	2.28	2.27
Population in non private dwellings	143	143	193	193	193	193
Dwellings	5,191	5,463	5,763	6,063	6,363	6,663
Dwelling occupancy rate	91.5	91.51	91.48	91.47	91.48	91.49

Our Growth:

The Shire has experienced strong growth in recent years with an estimated net population increase of 615 persons (or 1.1% per annum) in the five year period between 2005 and 2010. Corowa was the fastest growing township in the Shire with a net increase of 376 persons between the 2001 and 2006 census; this was primarily driven by the view of Corowa as a retirement destination. The Shire is expected to continue its strong growth over the next 30 years. At the same time it is anticipated the percentage of young people will decrease while the percentage of persons aged 65 and over will increase, thus increasing our median age overall.

Howlong and Mulwala increased by about 100 persons in the period 2005 to 2010. The growth shown in the balance of the Shire is attributed to development that has occurred in the areas just outside the township boundaries.

In the 12 months to June 2010 there were 206 construction certifications recorded to a value of \$20,013,473. In the past 10 years there have been 668 new lots made available through subdivision, of which nearly half of these were in Mulwala.

Our Age:

	2006		2021		2031	
Age Group	Number	%	Number	%	Number	%
0 – 4	679	5.9	729	5.6	762	5.4
5 – 9	751	6.6	768	5.9	802	5.7
10 – 14	753	6.6	751	5.8	791	5.6
15 – 19	685	6.0	625	4.8	657	4.7
20 – 24	471	4.1	513	4.0	530	3.8
25 – 29	481	4.2	555	4.3	573	4.1
30 – 34	591	5.2	644	5.0	664	4.7
35 – 39	687	6.0	707	5.5	746	5.3
40 – 44	756	6.6	748	5.8	798	5.7
45 – 49	758	6.6	770	6.0	801	5.7
50 – 54	790	6.9	816	6.3	841	6.0
55 – 59	814	7.1	912	7.0	961	6.9
60 – 64	765	6.7	955	7.4	1,039	7.4
65 – 69	702	6.1	941	7.3	1,050	7.5
70 – 74	615	5.4	854	6.6	993	7.1
75 – 79	540	4.7	716	5.5	890	6.4
80 – 84	382	3.3	536	4.1	668	4.8
85 and over	212	1.9	399	3.1	437	3.1

Our Heritage:

78.5% of residents have both parents born in Australia, and 87.7% of residents were themselves born in Australia. 21.5% of residents have one or both parents born overseas. Of the 12.3% who were born overseas, the most prevalent countries of birth were United Kingdom, New Zealand, Netherlands, Germany and Philippines.

Our Employment and Education

There are 8,873 residents aged over 15 in the Shire, of which, 4,897 are in the workforce. Of those in the workforce, 33.4% are employed full-time, 15.3% are employed part-time, 3.9% are employed other, and 2.6% are unemployed and looking for work.

Corowa shire boasts six government primary schools, one non-government primary school, one government high school, and two tertiary education campuses. There are 573 children enrolled in primary school and 542 children enrolled in high school, supported by 72.5EFT teachers.

The most common form of qualification in the Corowa Shire was a Certificate. Of the 2,806 people who have a post-school qualification, 65.4% have a Certificate, 14.6% have an Advanced Diploma and 20.0% have completed a Bachelor degree or higher.

Our Finances:

The median housing loan repayment is \$1,040 month, and median rent is \$150 week.

The median weekly individual income for persons aged 15 years and over was \$389, compared with \$466 in Australia. The median weekly household income was \$776, compared with \$1,027 in Australia. The median weekly family income was \$1,014, compared with \$1,171 in Australia.

OUR MISSION

The mission of the Corowa Shire Council is to provide for a range of community needs and encourage environmentally acceptable development in the region.

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.

Our Councillors

Current council was elected in September 2008 for the term of 2008 – 2012. The nine Councillors are:

Cr Fred Longmire

MAYOR

Mobile: 0408 646 967

Email: fred.longmire@corowa.nsw.gov.au

Cr Fiona Schirmer

Deputy Mayor

Mobile: 0488 268 669

Email: fiona.schirmer@corowa.nsw.gov.au

Cr Gary Poidevin

Mobile: 0427 229 783

Email: gary.poidevin@corowa.nsw.gov.au

Cr Gail Law

Mobile: 0412 442 838

Email: gail.law@corowa.nsw.gov.au

Cr Daryl Davey

Mobile: 0418 442 320

Email: daryl.davey@corowa.nsw.gov.au

Cr Jan Doyle

Mobile: 0427 431 125

Email: jan.doyle@corowa.nsw.gov.au

Cr Norm Wales

Mobile: 0407 702 021

Email: norm.wales@corowa.nsw.gov.au

Cr Mark Shields

Mobile: 0447 117 535

Email: mark.shields@corowa.nsw.gov.au

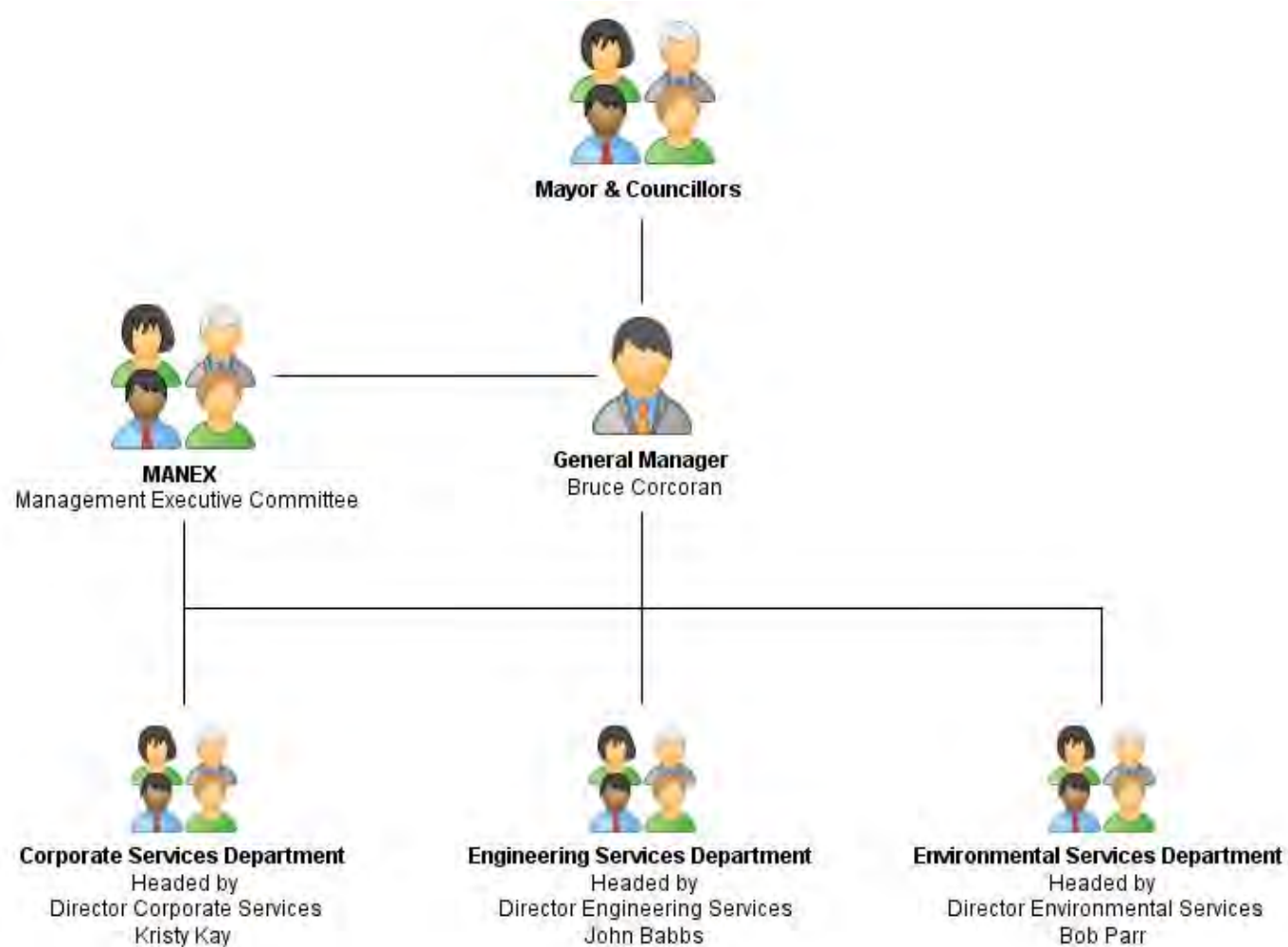
Cr Bill Bott

Mobile: 0417 201 278

Email: bill.bott@corowa.nsw.gov.au

Our Organisational Structure

Corowa Shire Council employs a total of 104.5 equivalent full time staff. The diagram below shows the senior management structure at Council.



In NSW, recent amendments were made to the NSW Local Government Act 1993 (NSWDLG 2010) which require every NSW council to develop a minimum ten-year Community Strategic Plan, informed through community engagement. The community plan 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.

The Integrated Planning and Reporting Framework (IPRF) in NSW require that councils engage with their communities. The legislation requires that communities must be involved in visioning processes that span a 10-year or greater timeframe. It also requires that:

- The council must establish and implement a strategy (its "community engagement strategy"), based on social justice principles, for engagement with the local community when developing the community strategic plan.
- The council exhibit the draft plan for public comment 'for a period of at least 28 days', and that submissions must be considered by the council before the plan is endorsed or amended

Our Community Strategic Plan has been developed to deliver clear direction in order to achieve the vision of our collective community. 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.

To ensure that we achieve our desired community vision, we will also undertake asset management, service provision and workforce management planning and prepare a delivery program and operational plan to service the key strategy items highlighted in our Plan.

Engaging our Community

To clearly understand the issues facing our community, the elements of our community that our residents value, and our communities aspirations, we embarked on an intensive community engagement process with our community. The following table outlines the community engagement activities we undertook.

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"> Community Health Aged services Children and young people Sport and recreation Business 	Over 100 people attended the workshops
Community Action Meetings	September 2011	54 people attended three meetings



What our 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.
- As a community we recognise the importance of opportunities for our families to participate in affordable, safe and healthy activities together. We believe that it is important that we 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 River and Lake 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 that 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 of the services that 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 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.
- 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
- 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 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.
- 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
- 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

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 1: A dynamic and vibrant community

Priority Area 2: Effective and accessible services

Priority Area 3: Quality and sustainable infrastructure

Priority Area 4: A prosperous and resilient economy

Priority Area 5: A protected and valued natural environment

Priority Area 6: Strong and responsible leadership

How to read this Delivery Program and Operational Plan

This document includes a **4 year Delivery Program** and a **1 year Operational Plan**. These are the stages of planning that outline how the goals within the Community Strategic Plan will be actioned. These documents refer specifically to the actions that are the responsibility of Council to implement.

The Delivery program replaces Council's former Management Plan. It will act as the leading document for all principal activities undertaken by Council during their term in office. All plans, projects, activities and funding allocations must be directly linked to the Delivery Program. The Operational Plan relates to individual activities, projects and plans that will be undertaken each year to support the achievement of commitments made in the Delivery Program and Community Strategic Plan.

Whilst this document specifically relates to the Delivery Program and Operational Plan, it also includes the Community Strategic Plan objectives. The following outlines the different layers to this document:

Outcome 1.2: A community that supports and provides opportunities for our families								
Objective 1.2.1: A supportive community for our families								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 1.2.1.2: Ensure that the needs of all our families are considered in the long term planning of community facilities and programs including at a state and federal level								
Action 1.2.1.2.1 Undertake a service mapping and needs analysis project to better understand the demographics, trends, challenges and opportunities that are facing our children and families residents 1.2.1.2.1.1 Engage appropriate and qualified services to support the facilitation of a service mapping and needs analysis process to determine the needs, challenges and service maps that exist of children and families within the shire	Council Director Corporate and Community	Children's Services	Service mapping and needs analysis completed	*				1002.006

Community Strategic Plan Outcome

Community Strategic Plan Objective

Blue writing represents the Operational plan action

Community Strategic Plan Strategic Action; including lead agency and partners

The measures show how Council will assess the effectiveness of the action in achieving the Strategic Objective

Delivery Program Action; * represents the year that the Delivery Program action is applicable

The ledger number corresponds to Council's four year budget

1. A

dynamic
and vibrant
community

Outcome 1.1: An inclusive, considerate and welcoming community

Objective 1.1.1 :A community that supports people of all abilities, backgrounds and cultures

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
1.1.1.1: Work to ensure that people in the community have equal access and to services and facilities throughout the shire								
Action 1.1.1.1.1 Develop the Corowa Shire Access and Inclusion Plan 1.1.1.1.1.1 Engage suitably qualified support to facilitate the development of the Corowa Shire Access and Inclusion Plan, including the provision for community, service and business engagement processes to determine priorities and strategies	Council Community Development	Community Community Health	Development of Access and Inclusion Plan		*			01-18-01-01
Action 1.1.1.1.2 Ensure that the needs of all people, including those with a disability, and culturally and linguistically diverse residents are considered in the provision of community activities, events and programs 1.1.1.1.2.1 Monitor the growth of the Culturally and Linguistically Diverse community within the shire and take action to assist individuals and families with appropriate information	All Council services		Accessibility for all abilities at council events and activities	*	*	*	*	01-15-03-01 01-18-01-01
Action 1.1.1.1.3 Continue to recognise and support the Indigenous community throughout the shire 1.1.1.1.3.1 Continue to seek opportunities to raise awareness of and be inclusive of indigenous culture through appropriate programs and projects	Community Development		Consideration of indigenous culture in program and project planning and delivery	*	*	*	*	01-18-01-01 01-18-01-01

1.1.1.2: Develop opportunities for our community to celebrate our diversity Council Support Partner								
Action 1.1.1.2.1 Promote events and opportunities throughout the shire that recognise and celebrate the diversity within our community Task 1.1.1.2.1.1 Continue to seek opportunities to celebrate and recognise our communities indigenous culture	Economic Development Officer Community Development	Community Event organisers and community groups Services	Number of events that promote and celebrate diversity	*	*	*	*	01-26-02-01
								01-26-04-01
								01-18-01-01
Action 1.1.1.2.2 Ensure that all Council publications and communications reflect the diversity of the community	Director Corporate and community	Community	Number of publications and articles that reflect diversity	*	*	*	*	01-15-03-02
Objective 1.1.2: A place of diverse opportunities and resources for young people								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	
1.1.2.1: Develop and implement the Corowa Shire Youth Development Strategy that supports the positive engagement of young people within community life								
Action 1.1.2.1.1 Undertake a youth service mapping and needs analysis project for the Shire to better inform services, project and resource planning 1.1.2.1.1.1 Engage suitably qualified support to facilitate the development of a service mapping and needs analysis project to determine current and future needs of young people within the shire	Council Director Corporate and Community Development	Schools Youth Services Community	Needs analysis completed	*				01-18-03-04
Action 1.1.2.1.2 In partnership with schools, services and young people, develop and support the implementation of the <i>Corowa Shire Youth Strategy</i> that plans for the strategic response to priorities, needs and challenges facing young people within the shire	Council Director Corporate and Community	Schools Youth Services Community	Youth strategy developed		*	*	*	01-18-03-04
1.1.2.2: Provide leadership opportunities for young people within our community Council Support Partner								

Action 1.1.2.2.1 Support community groups, clubs and committees to actively engage young people in leadership positions and roles	Council Community Development		Number of young people in leaderships roles on key community groups	*	*	*	*	01-18-03-04
Action 1.1.2.2.2 Promote community, economic, sporting and academic leadership opportunities for young people throughout Council publications and on Council's website 1.1.2.2.2.1 Continue to maintain relationships with schools, community groups and sporting clubs to ensure knowledge of leadership opportunities is maintained	Council Economic Development		Number of leadership opportunities promoted	*	*	*	*	01-15-03-02 01-18-01-01
Action 1.1.2.2.3 With guidance and direction from the <i>Corowa Shire Youth Strategy</i> , deliver programs that actively engage a variety of young people and provides them with meaningful skills and experiences 1.1.2.2.3.1 Continue to support, promote and develop the Corowa Youth Council in partnership with Corowa High School and other youth organisations	Community Development		Youth Council membership numbers		*	*	*	01-18-01-01
Action 1.1.2.2.4 Continue to provide opportunities for young people to contribute to community priorities 1.1.2.2.4.1 Continue to liaise with young people and Corowa High School to inform issues related to young people within the shire	Community Development		Number of young people consulted annually	*	*	*	*	01-18-01-01
1.1.2.3: Ensure that young people have access to community spaces where they feel welcomed, safe and included								
Action 1.1.2.3.1 Ensure that young people are considered in all community developments and masterplans within the shire; including CBD upgrades, recreation and open space developments and community facilities	Council Director Corporate and Community	Schools	Number of masterplans that reflect the needs of young people	*	*	*	*	01-15-03-01
Action 1.1.2.3.2 Actively support businesses, community groups and community facility operators who wish to increase the accessibility and inclusiveness of community spaces for	Council Director Corporate and Community		Number of groups and businesses that actively address	*	*	*	*	01-15-03-01

young people			accessibility and inclusion issues for young people					
Action 1.1.2.3.3 Explore innovative ways to engage a broader range of young people in the use of a 'youth based' community space 1.1.2.3.3.1 As part of the consultation and research for the Youth service mapping and needs analysis project, ensure that consideration is given to the most appropriate delivery of a 'youth based' community space within Corowa 1.1.2.3.3.2 Incorporate appropriate strategies into the Corowa Shire Youth Development Strategy that outlines the future provision of Council to facilitate 'youth based' community space within Corowa 1.1.2.3.3.3 Ensure that the Corowa Shire Youth Development Strategy plans for the support of youth friendly spaces throughout the townships of the shire	Council Director Corporate and Community		Consideration and incorporation of 'youth based' community spaces provision within the Corowa Shire Youth Development Strategy, with actions appropriately resourced, partnered and budgeted for	*	*			01-18-03-04
Objective 1.1.3:A community that embraces and provides for our older residents								
1.1.3.1: Develop a comprehensive understanding of the needs, challenges and opportunities facing our older residents now and into the future Council Support Partner								
Action 1.1.3.1.1 Undertake a service mapping and needs analysis project to better understand the demographics, trends, challenges and opportunities that are facing our older residents 1.1.3.1.1.1 Engage suitably qualified services to undertake a service mapping and needs analysis project for older residents within the shire	Council Director Corporate and Community		Service mapping completed	*				01-18-01-01 01-15-01-08
Action 1.1.3.1.2 Develop an <i>Ageing Well Strategy</i> for the shire 1.1.3.1.2.1 Engage suitably qualified services to develop an <i>Ageing Well Strategy</i> for Corowa Shire, in partnership with appropriate services, community groups and agencies	Council Director Corporate and Community		Ageing Well Strategy completed	*				01-15-01-08

1.1.3.2: Celebrate and facilitate the positive contribution that our older residents make to our community								
Action 1.1.3.2.1 Actively recognise the contribution that our older residents make to the community throughout Council's publications and on Council's website 1.1.3.2.1.1 Continue to support and promote the celebration of Seniors Week throughout the shire	Council Community Development	Community groups Aged service providers	Celebration and recognition of seniors week	*	*	*	*	01-18-01-01 01-18-02-01
Strategy 1.1.3.3: Facilitate opportunities for our older residents to remain physically and socially active, particularly those that are socially isolated Lead - Aged service and health providers and Clubs Support - Community groups Ongoing								
Objective 1.1.4 :A community that welcomes new residents and families								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	
1.1.4.1: Explore innovative ways to actively welcome new residents to the shire and support their involvement in the community Council Support Partner								
Action 1.1.4.1.1 Support the community with activities and projects that seek to welcome new residents to the community 1.1.4.1.1.1 Continue to update and promote the Corowa Shire New Residents Pack	Community Development	Economic Development Community Groups, clubs and committees	Number of new residents packs distributed and downloaded from Councils website	*	*	*	*	01-18-01-01 01-26-04-01 01-26-02-01
Objective 1.1.5: Strong and vibrant rural communities								
1.1.5.1: Explore innovative ways to ensure the regular consideration of the changing needs and priorities of our rural and isolated communities								
Action 1.1.5.1.1 Remain up to date with the demographic and social characteristics of the rural communities within the shire 1.1.5.1.1.1 Continue to maintain involved with programs that provide health and well being programs for rural and isolated	Council Director Corporate and Community	Community Regional Social Development Group	Number of programs offered with rural communities	*	*	*	*	01-26-04-01

residents								
Action 1.1.5.1.2 Ensure regular communication with our rural communities to better understand their changing needs and priorities 1.1.5.1.2.1 Develop <i>Community Priority Action Plans</i> for each small rural community within the shire 1.1.5.1.2.2 Advocate for appropriate representation on committees, groups and Council from our rural communities	Council Director Corporate and Community		Community Priority Action Plans developed	*	*	*	*	01-26-04-01 01-18-01-06
Strategy 1.1.5.2: Explore innovative ways to support our rural communities to capture and record their vibrant histories for preservation Council Support Partner								
Action 1.1.5.2.1 Support and deliver projects that encourage and facilitate the celebration and protection of our rural history 1.1.5.2.1.1 Implement an annual program that encourages rural residents to submit photos that reflect their history and community	Council Director Corporate and Community		Number of projects that celebrate the rural history of the shire	*	*	*	*	01-19-1-03
Action 1.1.5.2.2 Support and encourage individuals, families and historical groups to actively collect and record the stories, experiences and histories of our shire, in particular the stories of our small rural townships 1.1.5.2.2.1 Support historical groups to record historic stories, photographs and memorabilia that celebrate and promote the historic stories of the area 1.1.5.2.2.2 Continue to provide historical information through the library	Council Director Corporate and Community		Number of historic stories documented	*	*	*	*	01-19-1-03
Action 1.1.5.2.3 Explore online opportunities to record and promote the history of the shire 1.1.5.2.3.1 As part of website reviews, explore online history opportunities	Council Director Corporate and Community		Establishment of online recording of historic photographs and written material	*	*	*	*	01-15-03-02

Outcome 1.2: A community that supports and provides opportunities for our families

Objective 1.2.1: A supportive community for our families

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 1.2.1.1: Ensure that all families are supported and encouraged to participate in community activities, programs and opportunities Council Support Partner								
Action 1.2.1.1.1 Ensure that family accessibility and inclusiveness is considered in the planning of Council programs, planning and activities	All services		Inclusiveness for families throughout Council activities	*	*	*	*	01-18-01-01
Strategy 1.2.1.2: Ensure that the needs of all our families are considered in the long term planning of community facilities and programs including at a state and federal level								
Action 1.2.1.2.1 Undertake a service mapping and needs analysis project to better understand the demographics, trends, challenges and opportunities that are facing our children and families residents 1.2.1.2.1.1 Engage appropriate and qualified services to support the facilitation of a service mapping and needs analysis process to determine the needs, challenges and service maps that exist of children and families within the shire	Council Director Corporate and Community		Service mapping and needs analysis completed	*				01-15-01-08
Action 1.2.1.2.2 Develop a Child Friendly Strategy for the shire	Director Corporate and Community	Children's Services Network Group	Strategy Developed		*			01-15-01-08
Action 1.2.1.2.3 Develop a priority list that details retrofitting works for parents and carers needs throughout the shire – including baby change and breastfeeding facilities	Engineering department	Community Development Children's Services Network Group	Priority list developed Number of actions implemented from	*	*			01-29-04-25

1.2.1.2.1.1 Review parents/carers facilities throughout the shire and develop a 4 year priority list for implementation			priority lists					
1.2.1.2.1.2 Undertake retrofitting works as per the priority list								
Strategy 1.2.1.3: Continually explore and develop ways to engage our most at risk families in services, activities and programs that will improve their opportunities and quality of life Lead – Service Provider Ongoing								
Objective 1.2.2: Opportunities for our families to interact								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 1.2.2.1: Develop and implement a playground masterplan for the shire that also considered the placement of supporting infrastructure such as public toilets, footpaths, and shade								
Action 1.2.2.1.1 Develop a playground masterplan for the shire 1.2.2.1.1.1 Undertake a shire wide review of playgrounds, focussing on: <ul style="list-style-type: none"> Risk and safety Usage and placement Supporting infrastructure Potential decommission Long term consolidation 1.2.2.1.1.2 Place the findings of the playground review out to community review	Council Community Development Engineering department	Economic Development Community Development	Playground master plan developed and placed on community exhibition for comment	*	*			01-18-01-01
Action 1.2.2.1.2 In partnership with the community and businesses, explore the feasibility of developing a key community playground in Corowa	Council Community Development	Children's Services Network Group	Feasibility study completed				*	01-29-04-65
Objective 1.2.3: A community that prioritises the protection and growth of our children								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 1.2.3.1: Continue to meaningfully engage children in community life								
Action 1.2.3.1.1 Implement the annual Corowa Shire Festival of Fun for Kids	Economic Development	Children's Services Network Group	Festival of Fun for Kids successfully	*	*	*	*	01-18-03-06

		Community Businesses	implemented Increased attendance numbers every year					
Action 1.2.3.1.2 Continue to support a range of services, activities and groups that support children and their families 1.2.3.1.2.1 Provide ongoing financial assistance to the Corowa Toy Library 1.2.3.1.2.2 Ensure a range of child friendly programs are provided at the Corowa, Mulwala and Howlong Libraries 1.2.3.1.2.3 Sponsor children's week programs and activities throughout the shire 1.2.3.1.2.4 Provide a school holiday activity 1.2.3.1.2.5 Provide the baby playgroup/parenting program in Corowa and Howlong 1.2.3.1.2.6 Provide ongoing financial support to our shire's preschools 1.2.3.1.2.7 Support the delivery of Family Day Care services within the shire 1.2.3.1.2.8 Promote the range of services, programs and resources available for children and families throughout the shire	Community Development	Children's Services Network Group	Number of programs and activities offered annually for children and families	*	*	*	*	01-18-03-03 01-19-01-03 01-18-03-02 01-18-01-01 01-18-03-02 01-18-03-05 01-18-03-02 01-18-01-01
Strategy 1.2.3.2: Advocate on behalf of our children to ensure that we continue to develop our communities as great places for our children to grow								
Action 1.2.3.2.1 Continue to advocate for the needs of our children and families, in particular in response to the needs and priorities raised throughout the needs analysis	Community Development	Primary Schools	Number of programs implemented annually	*	*	*	*	01-18-01-01

1.2.3.2.1.1 Continue to support the provision of personal and community safety programs for primary school aged children throughout the shire								
Strategy 1.2.3.3: Ensure that our communities are developed with opportunities for children to develop their independence and skills Lead – Council Partner – Schools and community Long term								

Outcome1. 3: Engaging events and celebrations

Objective1.3.1: An exciting and diverse calendar of events

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 1.3.1.1: Develop and implement a diverse, interesting and relevant calendar of events that reflect the strengths and characteristics of our communities and towns Council Support Partner								
Action 1.3.1.1.1 Ensure a coordinated approach to the planning, promotion and implementation of events throughout the shire 1.3.1.1.1.1 Undertake a review of all events with Council involvement (Council facilitated, section 355 facilitated and Council sponsored) 1.3.1.1.1.2 Work to attract new events and further develop existing events through the implementation of the Corowa Shire Event Grants program 1.3.1.1.3 Continue to manage the central events database for events held in Corowa Shire	Community Business	Events Risk Officer Economic Development	One new event established in Corowa Shire 10% increase in attendance at major events annually All Council, insurance and regulation requirements met	*	*	*	*	01-26-04-01 01-26-03-05
Action 1.3.1.1.2 Work to ensure that the events within our shire are delivered to facilitate participation by all community members	Community Section 355 Committees	Events Risk Officer Economic Development	Events Strategy developed	*	*	*	*	01-26-04-01

1.3.1.1.2.1 Develop an events strategy for the shire that focuses on the successful and meaningful delivery of Council events, and events facilitated by section 355 committees on Council								
Action 1.3.1.1.3 Deliver major municipal events 1.3.1.1.3.1 Continually explore options for the implementation and delivery of major municipal events that respond to both tourism and community needs	Events Risk Officer Economic Development	Community Section 355 Committees	Increase in number of community run events	*	*	*	*	01-26-04-01
Strategy 1.3.1.2: Ensure that all events are safe, well planned and high quality								
Action 1.3.1.2.1 Ensure that all Council and section 355 committee events are conducted to meet with all risk management and insurance requirements and relevant regulations 1.3.1.2.1.1 Develop an operational manual and conduct training for section 355 committee members	Section 355 Committees	Events Risk Officer Statewide Mutual	All events adhere to risk and insurance requirements No major injuries or safety concerns reported at events	*	*	*	*	01-26-03-03
Action 1.3.1.2.2 Provide ongoing information and support to assist in the delivery of high quality community events that meet all relevant regulations 1.3.1.2.2.1 Continually review and update the Event Manual and make readily available to event organisers 1.3.1.2.2.2 Investigate the opportunity to provide event management and risk management workshops/training	Events Risk Officer	Economic Development	Distribution numbers of Events Manual Training opportunities offered	*	*	*	*	01-26-04-01
Action 1.3.1.2.3 Encourage event organisers to consider sustainable event management principles in accordance with event international standards 1.3.1.2.3.1 Develop guidelines that assist event organisers in delivering events that are sustainable and consider the impact on the environment	Economic Development	Events Risk Officer	Development of sustainable event guidelines	*	*	*	*	01-26-03-03

Outcome 1.4: A Shire of excellence for sport and recreation

Objective 1.4.1: Well planned recreation facilities

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 1.4.1.1: Ensure a place making approach is taken for all open space and water foreshore developments within the shire								
Action 1.4.1.1.1 Continue to develop and implement recreation master plans for key recreation precincts throughout the shire 1.4.1.1.1.1 Continue to support the implement the Lowe Square masterplan 1.4.1.1.1.2 Undertake the Lonsdale Recreation Masterpln	Director Corporate and Community	Community Engineering Department	Priorities within the Lowe Square Masterplan implemented	*	*	*	*	02-29-05-01
	Director Engineering Services	Lowe Square Management Committee	Priorities within the Corowa Riverfront Masterplan implemented					01-19-08-02
Action 1.4.1.1.2 Continue to support recreation management committees	Director Corporate and Community Services		Continued supported provided to all recreation management committees	*	*	*	*	02-29-05-01
Action 1.4.1.1.3 Continue to plan for the use and development of our key water foreshores 1.4.1.1.3.1	Director Environmental Services							01-29-04-65

Implement the Corowa Riverfront masterplan 1.4.1.1.3.2 Continue to develop masterplans for key foreshores throughout the shire								
Strategy 1.4.1.2: Take a whole of community approach to the planning of recreational facilities to ensure the appropriate development of infrastructure that can meet the changing needs of our communities and can facilitate the potential attraction of new sports and diverse use								
Action 1.4.1.2.1 Develop a Corowa Shire Recreation Strategy	Council Director Corporate and Community	Sporting bodies/clubs NSW Sport and Recreation	Corowa Shire Recreation Strategy developed		*	*		01-15-01-08
Strategy 1.4.1.3: Explore innovative ways to ensure the long term sustainability of our rural sporting facilities								
Action 1.4.1.3.1 Ensure consideration of the shire's rural sporting facilities within the development of the Corowa Shire Recreation Strategy	Council Director Corporate and Community		Corowa Shire Recreation Strategy developed		*	*		02-29-05-01
Action 1.4.1.3.2 Provide support to sporting clubs in the development of projects and assist to secure grant funding	Council Director Corporate and Community		Number of successful funding applications by sporting clubs	*	*	*	*	01-26-04-01
Strategy 1.4.1.4: Continue to actively seek funding opportunities to support the upgrading of the Corowa Swimming Pool								
Action 1.4.1.4.1 Continue to ensure that business planning, forecast information and facility details are up to date and accurate to facilitate the opportunity to apply for funding	Director Corporate and Community	Economic Development	Relevant funding applications submitted	*	*	*	*	01-26-04-01
Action 1.4.1.4.2 Continually explore innovative options to enable the long term feasibility and sustainability of extending and upgrading the Corowa Pool complex 1.4.1.4.2.1 Ensure that the Corowa Shire Corowa Pool Business Plan is maintained up to date and reflective of best practices, sector research and community needs and expectations	Director Environmental Services	Economic Development Engineering Department	Ongoing community consultation Corowa Pool Business Plan complete	*	*	*	*	01-29-04-25
Objective 1.4.2: Diverse and sustainable recreation opportunities								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference

Strategy 1.4.2.1: Coordinate the planning of sport and recreation groups to support their long term financial, membership and facility viability Council Support Partner								
Action 1.4.2.1.1 Continue to facilitate training and development sessions that support the management of sport and recreation groups 1.4.2.1.1.1 Facilitate the Department of Sport and Recreation to deliver appropriate training sessions throughout the shire	Council Community Development	Department of Sport and Recreation	Annual recreation training calendar implemented	*	*	*	*	01-26-04-01
Action 1.4.2.1.2 Provide appropriate support to sporting groups and clubs to assist in the development of business plans	Economic Development	Department of Sport and Recreation	Annual recreation training calendar implemented	*	*	*	*	01-26-04-01
Strategy 1.4.2.2: Actively work to attract visiting sporting competitions, events, training programs and games to our shire Council Support Partner								
Action 1.4.2.2.1 Support clubs and groups in their bids for large scale sporting events	Economic Development	Sporting Clubs Community Development Corowa Shire Tourism	Specialised event bidding support provided as required	*	*	*	*	01-26-02-01
Action 1.4.2.2.2 Continue to promote the sporting facilities, venues and assets available throughout the shire	Economic Development	Community Development Sporting clubs	All sporting facilities and venues promotes on Corowa Shire website and relevant publications	*	*	*	*	01-26-02-01
Strategy 1.4.2.3: Continue to encourage and support high level representation from our shires community members throughout a diverse range of sporting opportunities Lead – Sporting Clubs Support – Funding bodies; State and Australian Ongoing								
Strategy 1.4.2.4: Continue to maintain and expand a high quality pathway network that is flexible in purpose to facilitate a range of users								
Action 1.4.2.4.1 Continue the implementation of our Pedestrian Access Mobility Plan (PAMP) 1.4.2.4.1.1 Implement the annual PAMP works program on time and on budget	Engineering Department	Outdoors works staff Community Development	Annual PAMP works program implemented on time and budget	*	*	*	*	01-29-05-45

Action 1.4.2.4.2 Ensure the integrity of the existing pathway network by performing regular maintenance inspections and undertaking appropriate works 1.4.2.4.3.1 Undertake an annual inspection for the entire pathway network throughout the shire 1.4.2.4.3.2 Complete quarterly inspections for high usage pathways 1.4.2.4.3.3 Undertake appropriate maintenance work	Engineering Department	Works team	Annual footpath audits completed	*	*	*	*	01-25-05-01
Action 1.4.2.4.4 Promote the shire's footpath and cycleway network 1.4.2.4.4.1 Implement appropriate markers along the high use cycleway 1.4.2.4.4.2 Promote the extensive path and cycle way network that exists throughout the shire in all appropriate visitor, tourist and community information 1.4.2.4.4.3 Liaise with surrounding Council's to connect Corowa Shire's network with surrounding areas	Tourism	Economic Development Tourism	Walking and cycling paths promoted on Corowa Shire website and relevant publications	*	*	*	*	01-26-02-01

Outcome 1.5: A creative community

Objective 1.5.1: Creative community spaces

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
1.5.1.1: Continue to facilitate exciting and engaging community spaces that allow for community members and visiting artists to display and perform cultural activities including arts, music and theatre Council Support Partner								
Action 1.5.1.1.1 Ensure that all artistic spaces are inclusive, welcoming and well promoted 1.5.1.1.1.1	Community Development	Economic Development	Council website statistics Arts facilities	*	*	*	*	01-18-01-01

Strategy 1.5.2.2: Provide a diverse range of artistic activities for all people within our community to participate in Council Support Partner								
Action 1.5.2.2.1 Provide support to facilitate the involvement of Murray Arts in the community 1.5.2.2.1.1 Provide annual financial assistance to Murray Arts, with an agreed schedule of projects/programs required for delivery within Corowa Shire	Community Development Council	Murray Arts Community Development	Continued role of Murray Arts within the shire	*	*	*	*	01-19-06-01

Outcome 1.6: An empowered and active community

Objective 1.6.1: High levels of involvement across our community

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
1.6.1.1: Encourage diversity of people participating in community groups, clubs and committees throughout the shire Council Support Partner								
Action 1.6.1.1.1 Provide ongoing support to community groups, clubs and committees to encourage diverse and representative membership and involvement	Director Corporate and Community	Community Development	Number and representation of community groups memberships	*	*	*	*	01-18-01-01
1.6.1.2: Continue to facilitate community driven projects that respond to identified community needs Long term								
1.6.1.3: Encourage participation in volunteering throughout the shire								
Action 1.6.1.3.1 Promote the volunteering opportunities available within the shire 1.6.1.3.1.1 Update and publicise the volunteering opportunities available throughout the shire	Community Development	Visitor Information Centre/Tourism Library	Increase in volunteers actively working on Corowa shire initiatives	*	*	*	*	01-18-01-01

Action 1.6.1.3.2 Work with schools to support and encourage young people's involvement in volunteering opportunities within the shire 1.6.1.3.1.1.1 In partnership with schools, develop programs and activities that support young people's volunteering involvement in their community	Community Development	Youth Worker Schools	Number of young volunteers in community projects within the shire	*	*	*	*	01-18-01-01
Action 1.6.1.3.3 Celebrate the contribution made by volunteers to the community throughout the shire 1.6.1.3.3.1 Continue to publicly recognise and celebrate the citizen of the year awards: <ul style="list-style-type: none"> Citizen of the year – Corowa, Howlong, Mulwala, Rural Young Citizen of the year – Corowa, Howlong, Mulwala, Rural 1.6.1.3.3.2 Publicly acknowledge the contributions of volunteers working with Corowa Shire as part of the National Volunteer Week	Community Development	Library Visitor Information Centre	Citizen of the Year for each town awarded annually Volunteers publicly recognised in local media and Council communications material	*	*	*	*	01-18-01-01 01-26-03-04
1.6.1.4: Support the long term sustainability of community groups, committees and clubs Council Support Partner								
Action 1.6.1.4.1 Provide ongoing support and assistance to community groups, clubs and committees in particular in relation to business planning, grants, and promotion 1.6.1.4.1.1 Facilitate joint planning and information sessions with sport and recreation groups 1.6.1.4.1.2 Continue to promote available grants and promotional opportunities for community groups, clubs and committees	Economic Development Community Development	NSW Sport and Recreation Regional Development Australia Government agencies	Workshops and networking opportunities provided for clubs and groups annually	*	*	*	*	01-26-04-01
1.6.1.6 Facilitate the delivery of exciting and engaging libraries throughout the shire								
Action 1.6.1.6.1 Ensure access to library services throughout the shire 1.6.1.6.1.1 Introduce a range of new programs and enticements to the	Library Managers	Upper Murray Regional Library	Increase in library access numbers	*	*	*	*	01-19-01-03

libraries throughout the shire to ensure they are well utilised community spaces								
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2. Effective and accessible services

Outcome 2.1: Efficient and high quality service delivery

Objective 2.1.1: Services that are planned and delivered with consideration to the changing needs of our community

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
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, services and funding								
Action 2.1.1.1.1 Implement an annual customer satisfaction program 2.1.1.2.1.1 Explore the most appropriate ways to collect and utilise information from the community relating to levels of satisfaction with Council's services	Director Corporate and Community	Customer Service team	Annual customer satisfaction program developed and implemented	*	*	*	*	01-15-03-02
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								
Action 2.1.1.2.1 Continue to facilitate Council's involvement and utilisation of the Profile and Forecast ID programs to ensure all strategies are up to date and consider accurate demographic information	Director Corporate and Community	Economic Development	Current Profile ID and Forecast ID information available	*	*	*	*	01-26-04-01
Action 2.1.1.2.2 Collect relevant community demographic information and disseminate to appropriate and relevant service and community agencies to support sound and accurate planning and appropriate delivery of on the ground services 2.1.1.2.2.1 Facilitate an annual community profile and make available on Council's website 2.1.1.2.2.2 Where appropriate support services and agencies with requests for information and data 2.1.1.2.2.3 Provide appropriate website links to Councils demographic information sources include Profile and ABS	Community Development	Economic Development	Annual community profile developed and utilised	*	*	*	*	01-26-04-01

Objective 2.1.2: Coordinated service delivery								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
2.1.2.1 Ensure a strong strategic advocacy body for the health services in the region Council Support Partner								
Action 2.1.2.1.1 Continue to support and participate in the Corowa Shire Health Support Committee	Community Development	Director Corporate and Community	Ongoing participation and involvement in the Corowa Shire Health Support Committee	*	*	*	*	01-18-01-01
2.1.2.2: Develop mechanisms that continue to support the appropriate distribution and promotion of service information throughout the shire Council Support Partner								
Action 2.1.2.2.1 Explore opportunities to promote Council services, information, and events throughout the shire 2.1.2.2.1.1 Develop a Communications Strategy that outlines processes and protocols for providing information to the community, including website, media and promotional material	Director Corporate and Community	Economic Development	Communications Strategy developed	*	*	*	*	01-15-03-02
2.1.2.3: Continue to explore best practice opportunities relating to the appropriate co-location of services within our communities Council Support Partner								
Action 2.1.2.3.1 Provide appropriate support, information and resources to assist with the exploration, development and implementation of co-location projects within the shire that best support the delivery of services within the community 2.1.2.3.1.1 Continue to work in partnership with State and Federal Government in the exploration of service co-location	Relevant service providers NSW and Australian Governments	Council General Manager	Continued exploration of co-location opportunities	*	*	*	*	01-15-03-01
Objective 2.1.3: Improved understanding and utilisation of available services								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
2.1.3.1 Facilitate the involvement of service providers and organisations within the community, in particular in regards to community planning processes								

Action 2.1.3.1.1 Ensure that where appropriate, service providers are involved in all council engagement processes, committees and advisory groups to support their involvement in the long term planning for the community	Council Community Development	Service Providers	Involvement of community service providers in community engagement processes	*	*	*	*	01-15-03-02
Action 2.1.3.1.2 Continue to facilitate and support the Corowa Shire Interagency group	Council Community Development		Continued presence of Corowa Shire Interagency group	*	*	*	*	01-18-01-01
Action 2.1.3.1.3 Continue to provide ongoing information to service providers and organisations relating to issues and priorities of the community	Council Community Development		Number of information distribution actions to community service providers	*	*	*	*	01-18-01-01

Outcome 2.2: High quality education for people of all ages

Objective 2.2.1: Education that provides opportunities for our children and young people

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 2.2.1.1. Support the long term sustainability of our small rural schools Council Support Partner								
Action 2.2.1.1.1 Where appropriate, advocate for and support the community in the long term sustainability of the small rural schools within the shire	Council Director Corporate and Community		Sustainability of the small schools	*	*	*	*	01-15-03-01
Action 2.2.1.1.2 Ensure that all small schools within the shire are actively included in appropriate activities, events and projects conducted by Council	Council Director Corporate and Community	Community Development Economic Development	Opportunity provided to all schools to participate in relevant Council activities	*	*	*	*	01-15-03-01

Objective 2.2.2: Education options that support a diverse range of skills within our communities								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
2.2.2.1 Advocate for the innovative delivery of further education options within the shire <i>Council Support Partner</i>								
Action 2.2.2.1.1 Where appropriate support the community in the development of integrated education facilities and programs <i>2.2.2.1.1.1</i> <i>Support education providers with infrastructure and education expansion to support the delivery of range of education options within the Shire</i>	Department of Education Corowa High School TAFE	Council Director Corporate and Community Community Development	Number of relevant meetings relating to integrated education facilities	*	*	*	*	01-15-03-01
Action 2.2.2.1.2 Advocate for the long term sustainability of the Corowa TAFE	Riverina Institute TAFE	Council Director Corporate and Community	Continued sustainability of Corowa TAFE	*	*	*	*	01-15-03-01
1.1.2.2: Support the development of local training and education opportunities that target the long term unemployed and socially disengaged Lead - Department of Education, Employment and Workplace Relations Partner – Community Development Ongoing								

Outcome 2.3: Health services that support a healthy community

Objective 2.3.1: A range of services that promote a healthy life								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Budget reference
Strategy 2.3.1.1 Deliver a range of health promotion programs throughout the shire <i>Council Support Partner</i>								
Action 2.3.1.1.1 Promote and publicise appropriate health promotion programs and activities throughout Council's publications and on Council's website	NSW Health	Council Community Development	Number of health promotion programs promoted	*	*	*	*	01-15-03-02
Strategy 2.3.1.2: Continually promote opportunities and messages that support healthy decisions for our community members								

Action 2.3.1.2.1 At Council events and activities, ensure that relevant healthy messages are promoted 2.3.1.2.1.1 Provide sunscreen, free access to water and insect repellent etc at Council's events 2.3.1.2.1.2 Ensure that healthy options for food and active participation exist where appropriate at Council events and projects	Council Economic Development Tourism	Cancer Council NSW Health Community Health Emergency Service	Ensure relevant health messages and protection are included in event planning	*	*	*	*	01-26-03-05
Action 2.3.1.2.2 Continue to support Cancer Council programs 2.3.1.2.2.1 Deliver a range of Cancer Council programs throughout the shire including: <ul style="list-style-type: none"> Sun smart at Council facilities Distribute information 	Director Corporate Development	Cancer Council NSW Health Community Health	Cancer Council involvement in Council events and programs	*	*	*	*	01-18-01-01
Action 2.3.1.2.3 Continue to provide and promote facilities and assets throughout the shire that encourage healthy and active lifestyle choices 2.3.1.2.3.1 Ensure that annual maintenance and renewal programs for all recreation facilities are delivered on time and on budget 2.3.1.2.3.2 Continue to promote an up to date list of all Council recreation facilities on Council's website	All services – Council	Sporting and community groups (Lonsdale Reserve Committee, Lowe Square Management Committee)	Number of recreation assets provided Recreation and health information provided annually on Council's website and newsletter	*	*	*	*	01-19-09-01 01-15-03-02
Objective 2.3.2: High quality health services								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
2.3.2.1 Ensure the long term sustainability of health and medical services provided throughout the shire Council Support Partner								
Action 2.3.2.1.1 Continue to support the community in the priority to retain hospital, emergency and medical services locally	General Manager	Community Health Services	Continued presence of health and emergency services	*	*	*	*	01-15-01-02
2.3.2.2: Ensure appropriate service delivery for our community members with increased needs including older people and people with a disability Council Support Partner								

Action 1.1.2.2.1 Continue to communicate the needs of our community to relevant bodies to support appropriate service delivery for our community members with increased needs	NSW Health	Council Director Corporate and Community	Number of updates, information overviews presented to relevant bodies	*	*	*	*	01-15-03-01
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Outcome 2.4: A community protected and prepared for emergencies

Objective 2.4.1: Services to protect our community

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 2.4.1.1 Ensure the adequate provision of responsive police and emergency services throughout our community Lead – State Government Partner – Australian Government Ongoing								
Strategy 2.4.1.2: Continue to focus on crime prevention throughout our community Council Support Partner								
Action 2.4.1.2.1 Promote safe and responsible drinking in accordance with the liquor accord throughout our community	NSW Police Liquor Accord Community Development	Council Licensed Premises	Decreased alcohol related incidents	*	*	*	*	01-18-01-01
Action 2.4.1.2.2 Support and advocate for the provision of responsive services that protect our community from crime, fire, anti-social activities and threats to community safety	Emergency Services	Director Environmental Services Community Development Events Risk Officer	Continued provision of emergency services	*	*	*	*	01-15-02-01
Action 2.4.1.2.3 Facilitate and support the Community Safety Committee to develop and implement its annual community safety plan	Community Development	Emergency Services	Development of annual community safety plan	*	*	*	*	01-18-01-03
Strategy 2.4.1.3 Continue to ensure high levels of community involvement in volunteer services that act to protect our community Council Support Partner								

Action 2.4.1.3.1 Promote and encourage volunteering opportunities within the community service sector of the community	Community Development	Community groups Emergency services	Increased number of community volunteers	*	*	*	*	01-18-01-01
Objective 2.4.2: A community that is prepared to respond to crisis								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 2.4.2.1. Maintain and further develop the shire emergency management and recovery plan								
Action 2.4.2.1.1 Update the emergency management and recovery plan when needed and appropriate 2.4.2.1.1.1 Ensure the plan is update annually and effectively communicated	Director Engineering	Local Emergency Services	Emergency management plan updated	*	*	*	*	01-15-13-01
Action 2.4.2.1.2 Ensure that all communities are aware of community evacuation points in case of emergencies 2.4.2.1.2.1 As per communications strategy, ensure that emergency and evacuation messages are adequately communicated to the community, in particular to residents that are in high risk areas	Emergency Services Community	Director Corporate Services	Clearly marked and well promoted evacuation points					01-15-13-01
Action 2.4.2.1.3 Implement processes that actively protect our vulnerable residents in a time of emergency 2.4.2.1.3.1 Ensure the accurate maintenance of a high risk register for the community	Health and community services	Director Corporate Services	Maintenance of up to date high risk register	*	*	*	*	01-15-13-01

3. Quality and sustainable infrastructure

Outcome 3.1: Flexible and sustainable community infrastructure

Objective 3.1.1: Buildings that are well utilised and maintained by our communities

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
3.1.1.1 Explore ways to increase the community utilisation of community halls throughout the shire								
Action 3.1.1.1.1 Actively seek funding to support the ongoing maintenance of community halls	Director of Environmental Services	Community hall committees	Successful funding applications relating to community halls	*	*	*	*	01-19-05-01 01-19-05-02
Action 3.1.1.1.2 Continue to implement maintenance programs on community halls and facilities 3.1.1.1.2.1 Develop a maintenance program for the long term maintenance needs of community halls	Director Engineering	Community hall committees	Maintenance program developed and implemented for all community halls	*	*	*	*	01-19-05-01 01-19-05-02
Strategy 3.1.1.2: Support communities to have a sense of ownership for community buildings and facilities								
Action 3.1.1.2.1 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	Director Engineering	Events Risk Officer	Development of a Section 355 Committee Manual and appropriate training	*	*	*	*	01-26-03-03
Action 3.1.1.2.2 Support community groups, clubs and committees of management with assistance in grant applications and the sourcing of funding to support redevelopment and upgrading of community buildings and facilities	Economic Development Officer		Number of successful funding applications for redevelopment and upgrading of community facilities	*	*	*	*	01-26-04-01
Strategy 3.1.1.3 Continue to support community facilities that allow for diverse and flexible use to meet the changing priorities and needs of our community								
Action 3.1.1.3.1 Ensure that the planning of new facilities allows for flexibility	Director Corporate Services	Director Engineering	Number of integrated and	*	*	*	*	01-15-01-02

in use and purpose, supporting integrated and diverse facilities	Director of Environmental Services		flexible designs					
Action 3.1.1.3.2 Explore opportunities and options for the potential redevelopment of existing facilities and assets that potentially meet the needs of the community now and into the future 3.1.1.3.2.1 Continue to support the exploration of uses for the Corowa Rugby field	Director Corporate Services	Economic Development Community groups Sporting clubs	Number of community assets redeveloped for future use	*	*	*	*	01-15-03-01
Objective 3.1.2: Protection and utilisation of our historic buildings								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 3.1.2.1 Continue to source funding that supports the restoration and protection of historic buildings and landmarks throughout the community to ensure that they remain valuable assets Council Support Partner								
Action 3.1.2.1.1 In partnership with the community, identify and prioritise a list of community buildings/landmarks restoration projects to support opportunities for future funding Task 3.1.2.1.1.1 Develop an list of restoration projects, in order of priority	Director of Environmental Services	Director Engineering Community groups	List of priority restoration projects developed Number of successful funding applications for restoration projects				*	01-19-02-01
Action 3.1.2.1.2 Provide appropriate support to community groups in community building/landmark restoration projects	Di Community Development	Director Engineering Community groups	Number of community groups involved in restoration projects	*	*	*	*	01-18-01-06
Strategy 1.1.2.2: Investigate innovative ways to increase the accessibility of historic buildings whilst continuing to maintain their historic integrity Long term								

Outcome 3.2: Infrastructure that supports our daily life

Objective 3.2.1: Responsible waste management practices

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 3.2.1.1 Develop and implement a long term waste management strategy that plans for the future waste needs for all of the communities within our shire								
Action 3.2.1.1.1 Develop a 20 year waste management strategy that plans for the long term waste needs of the community 3.2.1.1.1.1 Commence the develop of the <i>Corowa Shire Waste Management Strategy</i> that outlines community needs and strategy responses for the delivery and provision of waste services throughout the shire for 20 years 3.2.1.1.1.2 Adequately budget for the implementation of annual priorities as part of the delivery of the <i>Corowa Shire Waste Management Strategy</i>	Director Environmental Services		Corowa Waste management Strategy developed and annual priorities implemented	*	*	*	*	01-19-03-01 01-19-04-01
Action 3.2.1.1.2 Provide efficient and high quality waste service throughout the shire 3.2.1.1.2.1 Provide locality garbage services for the rural areas of the shire 3.2.1.1.2.2 Provide curb side garbage services for the urban areas and Balldale	Director Environmental Services		Services provided efficiently Reduced number of complaints in relation to waste services	*	*	*	*	01-19-03-01 01-19-04-01 01-19-03-01
Strategy 3.2.1.2: Support responsible recycling practices for all businesses, industry, farmers and residents throughout the shire								
Action 3.2.1.2.1 Continue to provide a high quality recycling service for the urban areas of the shire and continue to improve the recycling in the rural areas	Director Environmental Services		Continued delivery of recycling service	*	*	*	*	01-19-03-01 01-19-04-

3.2.1.2.1.1 Continue to implement the curb side recycling service throughout the urban areas of the shire 3.2.1.2.1.2 Implement the new organic waste service as part of the shire's waste service 3.2.1.2.1.3 Continue to work with recycling contractors to provide information to the community via Council's website, newsletter and appropriate mail methods to inform the community of recycling options and environmental impacts								01
Action 3.2.1.2.2 Work with farmers and appropriate agricultural support services to encourage and facilitate appropriate recycling practices by farmers 3.2.1.2.2.1 Provide recycling provisions within the existing five rural localities of the shire to facilitate recycling by rural residents	Director Environmental Services		Continued recycling provisions within the rural communities	*	*	*	*	01-19-06-04 01-19-04-01
Objective 3.2.2: Well maintained assets for our futur								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 3.2.2.1 Continue to develop and implement the Asset Management Strategy which is based on the outcomes of the assets mapping process that strategically considers the needs and sustainability of all Council's assets, and where appropriate plans for their consolidation or renewal								
Action 3.2.2.1.1 Continue to maintain and improve asset management plans for all Council assets that drive decision making	Asset Manager		Asset management plans developed and maintained	*	*	*	*	01-15-03-02
Action 3.2.2.1.2 Develop maintenance plans for all Council assets 3.2.2.1.2.1 Develop a maintenance management program for the Shire's road network 3.2.2.1.2.2 Develop a maintenance management program for the Shire's footpath and cycle way network	Roads Manager		Maintenance management Program developed Asset Manager	*	*	*	*	01-15-13-01
Action 3.2.2.1.3 Develop formal structures for the regular inspection of Council assets 3.2.2.1.3.1	Director of Engineering		Regular inspections conducted Inspections system	*	*	*	*	01-15-13-01

Develop an inspection system for mobile platforms that integrates with Council's asset register and informs maintenance works programs			developed					01-25-02-03
Strategy 3.2.2.3: Continue to actively seek funding to support the long term sustainability and maintenance of community and Council assets								
Action 3.2.2.3.1 Continue to seek funding for maintenance and renewal of Council's road network 3.2.2.3.1.1 Continue to facilitate the effective delivery of the roads to recovery program	Roads and Saleyards Manager	Roads and Maritime Services Federal Government	Continued roads funding	*	*	*	*	01-25-02-03 01-29-05-25
Action 3.2.2.3.2 Where required, undertake appropriate planning and consultation to support business plans as part of funding applications to upgrade or develop Council assets	Director of Engineering	Asset Manager	Appropriate business plans developed	*	*	*	*	01-15-13-01

Outcome 3.3: Infrastructure that supports our community identity

Objective 3.3.1: Exciting community spaces

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 3.3.1.1 Support the implementation of the streetscape plan for Mulwala that embraces the unique identities of the townships								
Action 3.3.1.1.1 Continue to implement the streetscape plan for the Corowa CBD 3.3.1.1.1.1 Accurately budget and plan for the implementation of the annual priorities that support the implementation of the Corowa CBD streetscape Masterplan 3.3.1.1.1.2 Undertake appropriate maintenance as required within the Corowa CBD	Director Engineering Services		Annual priorities within Corowa Streetscape Masterplan implemented	*	*	*	*	01-29-05-25
Action 3.3.1.1.2 Continue implement the streetscape plan for the Mulwala	Director Engineering		Annual priorities within Mulwala	*	*	*	*	01-29-05-25

CBD 3.3.1.1.2.1 Accurately budget and plan for the implementation of the annual priorities that support the implementation of the Mulwala CBD streetscape masterplan 3.3.1.1.2.2 Undertake appropriate maintenance as required within the Mulwala CBD	Services		Streetscape Masterplan implemented					
Strategy 3.3.1.2: Explore ways to increase public art throughout the shire								
Action 3.3.1.2.1 Develop a long term Public Art Strategy that plans for the installation of community and public art throughout the shire that is reflective of the characteristics, stories and image of the communities	Community Development	Community Murray Arts	Public Art Strategy developed			*	*	01-19-06-01
Action 3.3.1.2.2 Continue to explore and pursue funding opportunities to support the installation of public and community art throughout the shire	Murray Arts		Installation of public art as per the Public Art Strategy			*	*	01-19-06-01
Action 3.3.1.2.3 Support and encourage schools, businesses, organisations and community groups to explore opportunities for the development and installation of community and public art throughout their facilities, venues and grounds	Murray Arts	Community Development Schools, businesses, organisations	Installation of public art as per the Public Art Strategy			*	*	01-19-06-01
Objective 3.3.2: Consistent and complimentary signage throughout our towns								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
3.3.2.1 Provide consistent signage and entrance points to all of our communities, including our outlying rural townships								
Action 3.3.2.1.1 Continue to ensure that the entrance signs for each of the shire's towns are adequately maintained and presented	Director Engineering Services		All entrance signs well maintained	*	*	*	*	01-25-08-04
3.3.2.2: Work to ensure that all signage throughout the town, including directional, promotional and business signage is developed in respect of its environment and relevant standards								
Action 3.3.2.2.1 Develop a shire wide signage strategy that plans for and directs the installation, design, maintenance and	Director Engineering Services		Signage Strategy developed	*				01-25-08-04

requirements of all signage throughout the shire 3.3.2.2.1.1 Develop a signage strategy that plans for, and provides guidelines for the installation of all forms of signage throughout the shire								
Action 3.3.2.2.2 Work with businesses, services, community groups and organisations to ensure that the requirements of the signage strategy are followed	Director of Engineering Director of Environmental Services	Community groups, businesses and services	Signage Strategy accurately implemented		*	*	*	01-25-08-04

Outcome 3.4: Infrastructure that facilitates growth within our shire

Objective 3.4.1: A range of housing

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
3.4.1.1: Implement policies and facilitate sustainable growth in line with Council's LEP								
Action 3.4.1.1.1 Continue to ensure and facilitate development throughout the shire that is in accordance with the directions of the LEP 3.4.1.1.1.1 Assist the community with the understanding and application of the new shire LEP	Director Environmental Services	Health and Building Surveyors	All development in line with LEP	*	*	*	*	01-19-02-01
Strategy 3.4.1.2: Offer a range of housing and accommodation choices within our shire to meet the needs of all our community members Council Support Partner								
Action 3.4.1.2.1 Where appropriate support applications that provide diverse, high quality and responsive housing options with the community				*	*	*	*	01-19-02-01
Strategy 3.4.1.3: Investigate the housing needs of our ageing population now and into the future – including the review of private housing, independent living and high needs accommodation								
Action 3.4.1.3.1 In partnership with the State Government, undertake a aged	State Government		Completion of service mapping	*				01-19-02-01

housing review to determine the current and long terms housing needs of the aged population within the shire 3.4.1.3.1.1 As part of the service mapping and needs analysis project for the aged shire's aged population, ensure that housing needs are accommodation gaps are appropriately considered			and needs analysis					
Action 3.4.1.3.2 Ensure that the housing needs of the ageing population are considered in all appropriate planning decisions	Director of Environmental Services	State Government	Consideration of aged housing needs in all appropriate planning decisions	*	*	*	*	01-19-02-01
Objective 3.4.2: Infrastructure that supports our ability to grow								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 3.4.2.1: Provide and maintain an efficient sewerage system that allows for possible expansion								
Action 3.4.2.1.1 Undertake planning for the future upgrade of the Corowa and Howlong sewerage treatment plants 3.4.2.1.1.1 Update the Corowa Shire Sewerage Strategic Business Plan as appropriate 3.4.2.1.1.2 Ensure accurate budgetary planning for the implementation of annual sewerage treatment plant needs	Manager of Water and Sewer		Business Plan developed	*	*	*	*	04-15-01-04
Action 3.4.2.1.2 Continue to update and implement the sewerage network maintenance program and perform capital renewal and upgrades to ensure an efficient sewerage system 3.4.2.1.2.1 Implement the annual sewerage maintenance program 3.4.2.1.2.2 Implement the annual sewerage system capital renewal program 3.4.2.1.2.3 Introduce best practise pricing including the development of a trade waste policy	Manager of Water and Sewer		Annual maintenance and upgrade completed	*	*	*	*	04-15-01-06 04-29-05-01 04-15-01-05

Strategy 3.4.2.2: Ensure quality water supply that is sustainable to meet the demands of future growth								
Action 3.4.2.2.1 Develop long term plans for water reticulation network throughout the shire's main townships 3.4.2.2.1.1 Update the Corowa Shire Water Business Plan	Manager Water and Sewer		Long term plans developed	*	*	*	*	03-15-01-03
Action 3.4.2.2.2 Continue to update and implement the water reticulation network maintenance program and perform capital renewal and upgrades to ensure an efficient water supply 3.4.2.1.2.1 Implement the annual water reticulation maintenance program 3.4.2.1.2.2 Implement the annual water reticulation capital renewal program	Manager Water and Sewer		Maintenance program implemented on time and on budget	*	*	*	*	03-15-01-15 03-29-05-01
Strategy 3.4.2.3 Prioritise the development of appropriate drainage systems that provide for efficient services to our community and allows for growth in our residential areas								
Action 3.4.2.3.1 Develop a long term strategic plan for drainage throughout the shire 3.4.2.3.1 Complete an assessment of the current drainage system throughout the shire	Director Engineering		Drainage plans developed	*				01-19-07-01
Action 3.4.2.3.2 Continue to maintain an adequate drainage system 3.4.2.1.2.1 Implement the annual drainage maintenance program 3.4.2.1.2.2 Implement the annual drainage capital renewal program	Director Engineering		Maintenance program implemented on time and on budget	*	*	*	*	01-19-07-01 01-29-05-35

Outcome 3.5: A shire with safe and high quality travel options

Objective 3.5.1: A road network that is safe for our farmers, our community and our visitors

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
3.5.1.1: Implement a sustainable road strategy that prioritises the development and maintenance of roads								
Action 3.5.1.1.1 Develop a long term road strategy that incorporates the road hierarchy and provides intervention frequencies Task 3.5.1.1.1.1 Incorporate exiting documentation to form that basis of the long term road strategy Task 3.5.1.1.1.2 As part of the development of the Roads Strategy ensure that assessment procedures are detailed Task 3.5.1.1.1.3 Ensure that safety aspects are addressed within the road strategy to ensure consideration throughout all maintenance and construction practices Task 3.5.1.1.1.4 Ensure that road side environment is considered in our maintenance and construction practices	Roads and Saleyards Manager	Roads and Maritime Service	Long term road strategy developed	*	*	*	*	01-15-13-01
Action 3.5.1.1.2 Develop a four year works program for reseals and construction Task 3.5.1.1.2.1 Develop a four year works program for reseals Task 3.5.1.1.2.2 Implement annual priorities as per the reseal works program Task 3.5.1.1.2.3 Develop a four year works program for construction Task 3.5.1.1.2.4 Implement the annual priorities as per the construction program	Director Engineering	Roads and Maritime Service	Four years works schedule developed for maintenance and construction	*	*	*	*	01-15-13-01

3.5.1.2: Continually assess the efficiencies and requirements of the operational practices of the roads team								
Action 3.5.1.2.1 Undertake regular reviews of plant, staffing levels and practices, and contractor utilisation levels Task 3.5.1.2.1.1 Where appropriate and as need arises, review aspects of the operational practices of the roads team	Director Engineering		Consistent reviews completed to achieve best practice	*	*	*	*	01-15-13-01
Strategy 3.5.1.3 Implement road safety campaigns to encourage and educate safe driving on our roads Council Support Partner								
Action 3.5.1.3.1 Support the appropriate implementation of programs and educational projects that aim to build knowledge and awareness of road safety issues and safe road use behaviour	Road Safety Officer	Roads and Maritime Services Community Schools	Road Safety program implemented shire wide	*	*	*	*	01-18-01-01
Objective 3.5.2: Infrastructure that facilitates and supports growth in our public transport options								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 3.5.2.1: Ensure development enables current and future transport needs								
Action 3.5.2.1.1 Ensure that all residential developments and streetscape master plans are considerate of potential public transport requirements such as bus turning points and transport stops	Director of Environmental Services	Developers Roads and Maritime Services		*	*	*	*	01-19-02-01
Action 3.5.2.1.2 Ensure that all residential, commercial and industrial developments meet Council's development guidelines in regards to road and transport infrastructure Task 3.5.2.1.2.1 Review the development guidelines to include: <ul style="list-style-type: none"> Lighting – standard Sensitive urban storm water design 	Director Engineering	Developers Roads and Maritime Services		*	*	*	*	01-19-02-01
Strategy 3.5.2.2: Continue to advocate for the ongoing development of public and community transport options within the shire Council Support Partner								
Action 3.5.2.2.1 Support community driven initiatives to activate and sustain community transport options within the shire	Community Development	Community groups		*	*	*	*	01-18-01-01

Action 3.5.2.2.2 Work with government agencies and relevant stakeholders to advocate for a new Yarrawonga/Mulwala bridge	General Manager	Moiria Shire Council VicRoads Motor Registry Services	Commitment to the development of a new Yarrawonga/Mulwala bridge	*	*	*	*	01-15-01-02
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4. A

prosperous
and resilient
economy

Outcome 4.1: A strong and resilient local economy

Objective 4.1.1: An economy that is well prepared for the future

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
4.1.1.1: Continue to implement the Corowa Shire Economic Development Strategy								
Action 4.1.1.1.1 Implement annual priorities and strategies in partnership with local business, industries, organisations and state and federal government bodies	Economic Development	BCHM Committee Local business groups Murray Now Government bodies	Economic Development Strategy implementation	*	*	*	*	01-26-04-01
4.1.1.2: Continue to strengthen relationships within the business community Council Support Partner								
Action 4.1.1.2.1 Continue to actively work in partnership with the Chamber of Commerce	Economic Development	Chamber of Commerce Corowa Shire Tourism	Close relationship with Chamber of Commerce	*	*	*	*	01-26-04-01
Action 4.1.1.2.2 Continue to facilitate and work closely with the Business Corowa Howlong Mulwala (BCHM) Committee	Economic Development	Local business representatives	Monthly BCHM meetings held	*	*	*	*	01-26-04-01
Action 4.1.1.2.3 Maintain a close working relationship with Corowa Shire's key employers and work to support their needs as appropriate 4.1.1.2.3.1 Work with government agencies and educators to address skill shortages and workplace requirements	Economic Development	Department Employment and Workplace Relations Businesses	Relationship with key employers in the Shire	*	*	*	*	01-26-04-01
4.1.1.3 Ensure that Corowa Shire's economic viability and sustainability is protected and advanced through responsible land-use and development								
Action 4.1.1.3.1 Continue to ensure that Corowa Shire Council's LEP is implemented 4.1.1.3.1.1	Director Environmental Services	Economic Development	All development is in line with the LEP	*	*	*	*	01-19-02-01

Ensure relevant LEP information is readily accessible to investors, community members and businesses as appropriate								
Action 4.1.1.3.2 Ensure that strategic planning relative to economic development embraces the principles of the Economic Development Strategy 4.1.1.3.2.1 Develop a single point of reference on Council's website for all economic related regulatory approvals	Director Environmental Services	Economic Development	Proactive approach to facilitating investment and business needs	*	*	*	*	01-26-04-01
4.1.1.4 Continue to plan for a future with less water								
Action 4.1.1.4.1 Explore the viability of effluent re use and water collection opportunities	Manager of Water and Sewer		Viability of effluent reuse and water collection opportunities explored			*	*	03-15-01-04 04-15-01-05
Action 4.1.1.4.2 Implement best practise water and sewerage practises 4.1.1.2.2.1 Implement and promote sustainable water use guidelines and recognise and celebrate best practice 4.1.1.2.2.2 Develop partnerships that improve irrigation efficiencies and promotion of best practice in rural areas	Manager of Water and Sewer		Sustainable water use guidelines developed				*	03-15-01-04 04-15-01-05
Action 4.1.1.4.3 Implement the summer grasses program and reduce water usage at community recreational facilities	Manager of Water and Sewer	Community Development Economic Development	Water usage at community recreational facilities reduced		*	*	*	01-29-04-45
Action 4.1.1.4.4 Implement projects that will help the area to diversify its tourism product and reduce the level of exposure and impact from changing river/lake levels and conditions 4.1.1.4.4.1 Erect web cams at key locations throughout the Murray region (John Foord Bridge and Lake Mulwala) 4.1.1.4.4.2 Develop and promote Corowa Shire's key wetlands 4.1.1.4.4.3 Develop passive recreational activities in and around the	Corowa Shire Tourism	Murray Regional Tourism Board		*	*	*	*	01-26-04-01

river and lake (fishing platform in Corowa and Mulwala) walking and bicycle trails (Corowa Riverfront Master Plan, Corowa to Mulwala trail) 4.1.1.4.4.4 Explore the appropriate development of additional boat ramps in Corowa	Economic Development	NSW Maritime						01-29-04- 65
Action 4.1.1.4.5 Actively promote rainwater harvesting to the residential population	Economic Development			*	*	*	*	01-15-03- 02
Action 4.1.1.4.6 Explore the opportunity to develop integrated water cycle management by the use of harvested rainwater in industrial estates	Manager Water and Sewer	Australian Government (Grants)				*	*	03-15-01- 03
Objective 4.1.2: A prepared and skilled business community								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 4.1.2.1: Ensure the appropriate delivery of training and professional development opportunities that enhance and maintain the economic culture of the Corowa Shire Economy Council Support Partner								
Action 4.1.2.1.1 Support partnerships within the business community and wider business sector that enhance professional development opportunities	Economic Development	BCHM Committee Chamber of Commerce Corowa Shire Tourism	Increased involvement and membership of local business networks	*	*	*	*	01-26-04- 01
Action 4.1.2.1.2 Continue to actively seek funding and work in partnership to deliver training and networking opportunities for Corowa Shire businesses 4.1.2.1.2.1 Assist in the circulation of relevant industry and regulation information and opportunities 4.1.2.1.2.2 Facilitate and promote a program of training and assistance for local businesses	Economic Development	MHBEC Regional Development Australia Murray Now	Six training and networking opportunities are offered annually	*	*	*	*	01-26-04- 01
Objective 4.1.3: Maintaining and establishing viable and long term businesses within the shire								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference

Strategy 4.1.3.1: Continue to support existing and newly established businesses within the shire								
Action 4.1.3.1.1 Continue to provide appropriate information, support and linkages to support business needs	Economic Development	MHBEC Regional Development Australia Murray Now	Information easily accessed at office or online.	*	*	*	*	01-26-04-01
Action 4.1.3.1.2 Work to attract investment and additional visitation to Corowa Shire that will provide flow on benefits to local business and industry 4.1.3.1.2.1 Provide costs effective industrial land 4.1.3.1.2.2 Develop an Investment Marketing Strategy to promote Corowa Shire as a place to invest	Economic Development		Investment Marketing Strategy developed and implemented	*	*	*	*	01-26-04-01
Strategy 4.1.3.1.: Increase the support for our local businesses from the broader community Council Support Partner								
Action 4.1.3.1.1 Provide appropriate support and assistance to raise awareness of local offerings	Economic Development	Corowa Shire Tourism Chamber of Commerce Community	Ongoing initiatives implemented to raise awareness of local offerings	*	*	*	*	01-26-04-01
Objective 4.1.4: A profitable and resilient agriculture sector								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 4.1.4.1: Advocate for long term water security for our agriculture sector								
Action 4.1.4.1.1 Provide focused and active support to West Corugan Private Irrigation District, as they implement the recommendations from the West Corugan PID Baseline and Diversification Study.	Director Environmental Services	RAMROC REROC	West Corugan PID Baseline and Diversification Study implemented	*	*	*	*	01-19-02-01
Action 4.1.4.1.2 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 in conjunction	Director Environmental Services	Director Corporate and Community Services	Continued role in water advocacy for the region	*	*	*	*	01-19-02-01

with RERO and RAMRO								
Action 4.1.4.1.3 Support the private and agricultural sectors with a best practise water use support program	Director Environmental Services		Water Use Guidelines developed		*	*	*	01-19-02-01
Strategy 4.1.4.2: Advocate for sustainable farm management practices Lead - NSW Trade and Investment and NSW Farmers Association Partner - Regional bodies/groups Ongoing								
Strategy 4.1.4.3 Continue to support the Corowa Saleyards as a major regional sheep selling facility								
Action 4.1.4.3.1 Implement the strategic recommendations as per the Saleyards Business Plan 2012 – 2016	Manager Roads and Saleyards		Saleyards Business Plan 2012-2016 implemented	*	*	*	*	01-26-05-01
Action 4.1.4.3.2 Actively pursue funding opportunities to support the implementation of the Saleyards redevelopment project	Manager Roads and Saleyards Director Corporate Services		Funding secured	*				01-26-05-01

Outcome 4.2: A thriving tourism sector

Objective 4.2.1: A positive visitor experience

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 4.2.1.1: Continue to develop the positive image of our communities								
Action 4.2.1.1.1 Support the development and promotion of a comprehensive Corowa Shire Calendar of Events 4.2.1.1.1.1 Develop an annual and monthly calendar of events and promote throughout the shire	Tourism	Community Event organisers Economic Development Officer	Calender of events implemented without incident Event attendance rates	*	*	*	*	01-26-02-0
Action 4.2.1.1.2 Develop and execute a communications strategy that supports Corowa Shire's brand 'the choice'	Director Corporate Services		Communications Strategy developed	*	*	*	*	01-26-04-01

4.2.1.1.2.1 Engage suitably qualified support to facilitate the development of a communications strategy for Council that addresses social media and media								
Strategy 4.2.1.2: Ensure high quality visitor information services are provided to our visitors								
Action 4.2.1.2.1 Facilitate the operation and delivery of sufficiently resourced visitor information services throughout the Shire 4.2.1.2.1.1 Provide a new outreach visitor information service from the Mulwala Civic Centre 4.2.1.2.1.2 Review the demand for the visitor information services provided in Howlong 4.2.1.2.1.3 Provide visitor information services that add value to the visitor experience and enable revenue raising opportunities that can further support tourism development in Corowa Shire (accommodation booking system, hire of bicycles, product sales etc) 4.2.1.2.1.4 Maintain the Corowa Visitor Information Centre as a level 2 Accredited Visitor Information Centre	Director Corporate Services	Visitor Information Staff	Visitor Information Centre visitation numbers	*	*	*	*	01-26-02-01
Action 4.2.1.2.2 Explore opportunities to coordinate the delivery of an afterhours visitor information service	Tourism Manager	Visitor Information Staff	After hours Visitor Information service explored and appropriately delivered			*	*	01-26-02-01
Action 4.2.1.2.3 Develop a Corowa Shire Tourism Strategy. Task 4.2.1.2.3.1 Engage suitable qualified support to facilitate the development of the strategy for Council	Corowa Shire Tourism	Director Corporate and community	Tourism Strategy developed		*	*		01-26-02-01
Strategy 4.2.1.3: Continue to work with tourist bodies and neighbouring shires to promote and market our shire								
Action 4.2.1.3.1 Work with and support the activities of regional tourism associations in partnership with surrounding Shires and	Director Corporate Services Economic	Visitor Information Staff	Continued partnership in regional tourism	*	*	*	*	01-06-03-01

organizations	Development		partnerships					
Action 4.2.1.3.2 Participate in regional campaigns and work to ensure the inclusion of Corowa Shire in appropriate campaigns	Tourism Manager	Visitor Information Staff	Continued participation in appropriate regional campaigns	*	*	*	*	01-26-02-01

Objective 4.2.2: Continued growth in the use of our natural assets to support our tourist industry

Strategy 3.4.2.1: Continue to explore innovative ways to promote our shire as a place of significant natural beauty and recreational pursuits

Lead - Business and Murray Regional Tourism Board

Partner - Community and Corowa Shire Tourism

Ongoing

Outcome 4.3: A growing and sustainable business and industry community

Objective 4.3.1: Attract new industry and business to the shire

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 4.3.1.1: Develop and implement marketing activities to attract and retain businesses within the shire								
Action 4.3.1.1.1 Develop marketing material including an investment prospectus to assist in the attraction of new business and industry	Economic Development		Investment Marketing Strategy developed and implemented			*	*	01-26-04-01
Strategy 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								
Action 4.3.1.2.1 Prepare summaries of relevant Corowa Shire economic information and analyse to identify opportunities or threats	Economic Development	MHBEC Regional Development Australia Murray Now	Website Economic Development page statistics			*	*	01-26-04-01
Strategy 4.3.1.3: Make Corowa the choice for internal and external economic investment Long term								

Strategy 4.3.1.4: Continue to develop infrastructure that facilitates business growth								
Action 4.3.1.4.1 Implementation of the Mulwala Streetscape Master Plan and ongoing improvement of Corowa and Howlong Streetscapes 4.3.1.4.1.1 Implement annual actions as per the Mulwala Streetscape Master plan 4.3.1.4.1.2 Continue to improve and maintain the Howlong and Corowa Streetscapes	Director of Engineering	Engineering Department Mulwala Progress Association	Annual actions completed as specified in master plans	*	*	*	*	01-29-05-25
Action 4.3.1.4.2 Develop business parks in key townships	Economic Development		Business parks developed in Corowa, Howling and Mulwala			*	*	01-26-04-01
Action 4.3.1.4.3 Work to support the implementation of the National broadband initiative and ensure maximum benefit for Corowa Shire business	Economic Development		95% of Corowa Shire businesses have access to high speed broadband internet connections by 2016	*	*	*	*	01-26-04-01
Action 4.3.1.4.4 Advocate for the ongoing improvement to key facilities such as gas and electricity	Economic Development	RDA - Murray	Improvements made to gas and electricity facilities throughout the shire	*	*	*	*	01-26-04-01
Action 4.3.1.4.5 Work with the New South Wales and Victorian Governments to ensure a new bridge for Mulwala	General Manager	Moiria Shire Council VicRoads Motor Registry Services	Commitment to a new Yarrawonga/Mulwala bridge	*	*	*	*	01-15-02-02
Strategy 4.3.1.5. Continue to develop the diversity of retail within our CBD's Lead - Chamber of Commerce and Retailers Ongoing								
Objective 4.3.2: Strong partnerships that support the business community								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference

Strategy 4.3.2.1: Ensure continuing networks within the local business community <i>Council Support Partner</i>								
Action 4.3.2.1.1 Provide appropriate support, advice and information to business networks throughout the shire	Economic Development	MHBEC Regional Development Australia Murray Now	Support and advice facilitated through business networks	*	*	*	*	01-26-04-01
Strategy 4.3.2.2: Ensure appropriate representation on regional business partnership bodies to support the ongoing consideration of the needs of our business community								
Action 4.3.2.2.1 Work closely with Industry and Investment New South Wales, the New South Wales Chamber of Commerce, Murray Now and the Regional Development Australia to ensure support for the needs of our business community	Economic Development	BCHM Chamber of Commerce	Close partnerships with state government departments and agencies	*	*	*	*	01-26-04-01
Action 4.3.2.2.2 Maintain a close working relationship with the business community to ensure relevant issues are monitored and where appropriate advocate to relevant bodies 4.3.2.2.2.1 Advocate for a review to the proposed poker machine reform and work to support the ongoing viability of Corowa Shire's clubs	Economic Development	BCHM Chamber of Commerce	Continued focus on issues effecting the Corowa Shire Established relationships maintained with business community	*	*	*	*	01-26-04-01

Outcome 4.4: A skilled and qualified workforce

Objective 4.4.1: Improved access to education and training opportunities for our shire's residents

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 4.4.1.1: Identify and develop partnership opportunities with education and training providers that support increased education provision within the shire <i>Council Support Partner</i>								
Action 4.4.1.1.1 Work to support and advocate for the expansion of trade training opportunities provided through Corowa High school	Economic Development	Department of Education TAFE NSW	Increase in available education opportunities at	*	*	*	*	01-26-04-01

		Riverina Community College	Corowa Shire School					
			Increase in the number of trade graduates entering into local employment					
Strategy 4.4.1.2. Provide education and training facilities within the shire that supports the delivery of diverse and flexible opportunities Lead – Education providers Partners - Relevant State and Federal Government agencies Ongoing								
Objective 4.4.2: Partnerships that support our workforce								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
4.4.2.1: Investigate models of support networks to assist in retaining health care workers within the shire Council Support Partner								
Action 4.4.2.1.1 Where appropriate offer support and assistance in the development of professional networks that aim to retain and support health care workers within the shire	Economic Development	Community Development	Number of professional networks developed	*	*	*	*	01-26-04-01
4.4.2.2. Support the development of mentoring relationships between experienced and young professionals, particularly in industries/sectors with skill shortages Council Support Partner								
Action 4.4.2.2.1 Where appropriate offer support and information to assist in the establishment of local mentoring programs that provide support for young professionals throughout the shire	Economic Development	MHBEC Regional Development Australia Murray Now	Local mentoring programs for young professionals implemented.	*	*	*	*	01-26-04-01

5. A
protected
and valued
natural
environment

Outcome 5.1: A community that actively protects its natural environment

Objective 5.1.1: An environmentally aware community

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
5.1.1.1: Continue to support our children and young people's knowledge of environmental protection practices Lead – Schools and Landcare Partner – CMA Ongoing								
Strategy 5.1.1.2: Develop practices to ensure our residents and visitors are aware of appropriate behaviour to limit their impact on our environment Council Support Partner								
Action 5.1.1.2.1 As part of the new waste service, develop and implement an education program to reduce the occurrence of littering throughout the shire, particularly during key tourist periods	Director Environmental Services	Community	Education program implemented	*	*	*	*	01-15-03-02
Strategy 5.1.1.3: Encourage the community to be involved in preservation and enhancement of the environment								
Action 5.1.1.3.1 Explore the feasibility of developing and implementing green technologies within the shire	Director Environmental Services	Community Businesses	Green technologies explored			*	*	01-19-02-01
Action 5.1.1.3.2 Support community driven projects, grant applications and programs that facilitate and enable the community to be actively involved in protecting and preserving the environment 5.1.1.3.2.1 Through Murray Waste Group, continue the primary school waste/environmental education program	Director Environmental Services		Event Sustainability Guidelines implemented Number of successful grant applications	*	*	*	*	01-19-02-01
Objective 5.1.2: Protection from the impact and spread of weeds and pests throughout our shire								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 5.1.2.1: Implement appropriate weed management practices in response to outbreaks throughout the shire								

Action 5.1.2.1.1 Continue to implement an education program to inform the community and visitors about the spread and impact of weeds 5.1.2.1.1.1 Continue to participate in the annual Eastern Riverina Noxious Weeds Advisory Group education stall at the Henty Field Days and other appropriate media/education campaigns 5.1.2.1.1.2 Continue to make available information within Council centres and on Councils website relating to noxious weeds and their prevention and control 5.1.2.1.1.3 Ensure appropriate publicity of any new noxious weed classifications	Noxious Weeds Co-ordinator		Circulation of appropriate noxious weeds information	*	*	*	*	01-17-05-01
Action 5.1.2.1.2 Respond to and actively work to prevent the outbreaks of noxious weeds in accordance with state practices 5.1.2.1.2.1 Continue to work with Eastern Riverina Noxious Weeds Advisory Group to facilitate funding applications and weed classification processes 5.1.2.1.2.2 Continue to effectively monitor the presence and outbreaks of weeds throughout the shire upon both private and public land and respond to outbreaks and control measures accordingly 5.1.2.1.2.3 At least fortnightly, undertake sheep inspections at the Corowa Saleyards to detect the presence of noxious weeds	Noxious weeds coordinator		Noxious weed outbreaks responded to within 10 working days Reduced number of outbreaks	*	*	*	*	01-17-05-01
Strategy 5.1.2.2. Support the community to implement appropriate pest management practices								
Action 5.1.2.2.1 Advise relevant authorities when any pests are detected in public areas	Director Environmental Services		Pest outbreaks and incidents reported within 10 days	*	*	*	*	01-17-05-02
Action 5.1.2.2.2 Implement appropriate pest management practices for the control of pests on Council and appropriate public land including cemeteries and the Corowa aerodrome	Director Environmental Services		Pest outbreaks addressed within 10 days	*	*	*	*	01-17-05-02

Action 5.1.2.2.3 Continue to monitor the presence of pests during an outbreak and support DPI in appropriate control methods	Director Environmental Services	Works crews	Pest outbreaks monitored in line with recommendations	*	*	*	*	01-17-05-02
Objective 5.1.3: Protection of our natural flora and fauna								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 5.1.3.1: Identify areas of significant natural value and ensure they are provided with high level conservation recognition								
Action 5.1.3.1.1 Through the implementation of the new LEP, identify and protect areas that may be adversely affected by development	Director Environmental Services		Accurate implementation of the LEP	*	*	*	*	01-19-02-01
Strategy 5.1.3.2: Ensure areas of high vegetation and habitat significance are appropriately protected from the impact of destructive recreational uses Council Support Partner								
Action 5.1.3.2.1 Ensure that native vegetation within recreation areas is not adversely impacted by use 5.1.3.2.1.1 During peak tourism times, undertake regular inspections of native areas to ensure appropriate recreational use 5.1.3.2.1.2 Provide signage in areas native areas requiring protection to encourage appropriate usage and inform community members and visitors regarding restrictions and requirements 5.1.3.2.1.3 As part of regular inspections, ensure that recreational uses have not adversely impacted on the environment and implement appropriate maintenance/repair works where appropriate	Director Environmental Services		Inspection undertake on time Minimal impacts on native vegetation reported	*	*	*	*	01-19-02-01

Outcome 5.2: A Shire that leads in environmental sustainability

Objective 5.2.1: Innovative environmental practices

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 5.2.1.1: Support moving towards a carbon neutral community Long term								
Strategy 5.2.1.2: Celebrate the achievements within our shire that demonstrate our commitment to environmental protection – including from schools, farmers and community groups Council Support Partner								
Action 5.2.1.2.1 Continue to appropriately recognise the contributions made by individuals and groups in the protection of our local environment	Director Environmental Services		Appropriate recognition of individuals and community groups	*	*	*	*	01-19-06-05
Strategy 5.2.1.3: Consistently consider water protection and conservation practices								
Action 5.2.1.3.1 Continue to provide information to the community regarding the importance of water conservation practices	Manger Water and Sewer		Number of water conservation messages promoted	*	*	*	*	01-15-03-02
Action 5.2.1.3.2 Investigate water re-use opportunities for community facilities, residential developments and storm water upgrades	Water and Sewer Manager		Number of water re-use programs installed	*	*	*	*	03-15-01-04
Action 5.2.1.3.3 Explore opportunities for water conservation practices across all Council and state government works	Director Environmental Services		Number of water conservation practices installed across Council and State Government works	*	*	*	*	01-19-06-05

Objective 5.2.2: Environmentally responsible development

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
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Strategy 5.2.2.1: Ensure where feasible that all Council and community developments, upgrades and retrofits are carried out with consideration to environmental sustainability								
Action 5.2.2.2.1 Where appropriate ensure that development and upgrades of Council buildings are carried out with consideration to environmental sustainability	Director Environmental Services		Number of environmentally friendly developments and upgrades to Council buildings	*	*	*	*	01-19-06-05

Outcome 5.3: High standards in water conservation and protection								
Objective 5.3.2: Protection of our River, Lake and creeks								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 5.3.2.1: Continue to improve and protect the water quality in our waterways Council Support Partner								
Action 5.3.2.2.1 Continue our relationship with the Officer of Water and Fisheries when considering developments that may impact on the water quality in our waterways	Director Environmental Services		Water quality of shire's waterways	*	*	*	*	01-19-06-05
Strategy 5.3.2.3 Implement environmental protection strategies to limit the impact of recreational use on our waterways Council Support Partner								
Action 5.3.2.3.1 Continue our working relationship with the Office of Water to reduce erosion and water quality impacts from recreational use	Director Environmental Services		Water quality of shire's waterways	*	*	*	*	01-19-06-05

6. Strong and responsible leadership

Outcome 6.1: Government that plans for the needs of the current and future communities

Objective 6.1.1: A community that has the opportunity to be engaged in decision making

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 6.1.1.1: Continue to update and implement Council's Community Engagement Strategy to ensure that it reflects the most appropriate ways of engaging the community								
Action 6.1.1.1.1 Review Council's Community Engagement Strategy	Director Corporate and Community	Community Development	Community Engagement Strategy reviewed			*		01-15-03-01
Action 6.1.1.1.2 Implement strong practices to support the distribution of information to the community relating to major community projects 6.1.1.1.2.1 Ensure Council's Communications Strategy incorporates strategies and processes to support the dissemination of information to the community regarding major projects	Director Corporate and Community Services	Community Development	Number of promotions to the community regarding community projects	*	*	*	*	01-15-03-01
Action 6.1.1.1.3 Implement practices that ensure that all Council information distributed to the community is clear and easy to understand	Director Corporate and Community Services	Community Development Economic Development	Communications Strategy developed	*	*	*	*	01-15-03-01
Strategy 6.1.1.2: Support the involvement of the community in decision making at all levels of government								
Action 6.1.1.2.1 Support and advocate for strong involvement by the community in local government	Director Corporate and Community		Number of people involved in Council committees	*	*	*	*	01-15-03-01
Action 6.1.1.2.2 Continue to provide appropriate and relevant information to the community regarding state and federal government processes impacting on the community	Director Corporate and Community		Amount of information provided to community	*	*	*	*	01-15-03-01

Objective 6.1.2: A strong involvement in state and federal planning for the region

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 6.1.2.1: Continue to advocate for the appropriate and accurate representation of the needs of the Corowa Shire community at a state and federal level								
Action 6.1.2.1.1 Continue to appropriately lobby for the consideration of the needs and priorities of the Corowa Shire Community at a state and federal level	All Council officers		Consideration of Corowa Shire needs at State and Federal level	*	*	*	*	01-15-01-02
Action 6.1.2.1.2 Maintain productive relationships with local members, ministers and RDA to support the opportunity to advocate on behalf of the community when needed and appropriate	General Manager		Annual contacts with local members, ministers and RDA	*	*	*	*	01-15-01-02
Strategy 6.1.2.2: Maintain strong representation on appropriate state and federal committees, projects and networks, and ROCs								
Action 6.1.2.2.1 Maintain involvement in RAMROC and REROC initiatives and seek their support by representing Corowa Shire Council at regional and State levels 5.1.2.2.1.1 Maintain attendance at and involvement in RAMROC and REROC meetings and individual professional sub-groups meetings	General Manager		Attendance at appropriate REROC and RAMROC meetings	*	*	*	*	01-15-01-04
Action 6.1.2.2.2 Maintain active attendance and involvement at appropriate state and regional forums such as the Local Government and Shires Association Annual Conference	General Manager		Attendance at appropriate meetings	*	*	*	*	01-15-01-02
Strategy 6.1.2.3: Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community								
Action 6.1.2.3.1 Continue to be actively involved in projects and initiatives that seek to address cross border issues 6.1.2.3.1.1 Continue to participate as required in the commission established to address cross border issues	General Manager		Involvement in cross-border task force	*	*	*	*	01-15-01-02
Action 6.1.2.3.2 Provide appropriate information to our community regarding clarification of cross border anomalies	Director Corporate and Community		Information provided to community	*	*	*	*	01-15-01-02

Strategy 6.1.2.4: Take a leadership role in matters of regional significance								
Action 6.1.2.4.1 Where appropriate participate in forums and discussions that consider matters of regional significance, and advocate for strong representation of the needs, priorities and challenges facing the region	General Manager		Participation in regional issues	*	*	*	*	01-15-01-02
Strategy 6.1.2.5: Enhance relationships with national and state policy makers for community benefit								
Action 6.1.2.5.1 Continue to maintain relationships with state government officers, local members and ministerial positions to ensure the representation of the needs of the Corowa Shire community	General Manager		Relationships maintained	*	*	*	*	01-15-01-02

Outcome 6.2: A community that is informed about and engaged in its future

Objective 6.2.1: Timely and appropriate communication with the community

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 6.2.1.1: Develop a communications strategy that supports effective communication mechanisms within the community								
Action 6.2.1.1.1 Develop a Communications Strategy that plans for the effective and productive use of communications processes across all areas of Council 6.2.1.1.1.1 Engage suitably qualified support to assist Council in the development of a Communications Strategy	Director Corporate and Community Services		Communication Strategy developed and implemented	*				01-15-03-01
Action 6.2.1.1.2 Develop appropriate policies to support the implementation of the Communications Strategy 6.2.1.1.2.1	Director Corporate and Community		Policies developed	*				01-15-03-01

Implement training across all areas of Council to support the successful implementation of Council's Communication Strategy								
Strategy 6.2.1.2: Continue to explore innovative ways of ensuring that the community is aware of relevant information, projects, events and decisions								
Action 6.2.1.2.1 As part of the development of Council's Communication Strategy, ensure that innovative ways of engaging the community in major projects and decisions is addressed and planned for	Director Corporate and Community		Communications Strategy developed	*	*	*	*	01-15-03-01
Objective 6.2.2: Strong community representation								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
6.2.2.1: Ensure a strong community presence on relevant advisory boards, committees and organisations								
Action 6.2.2.1.1 Continue to actively promote and encourage community representation on appropriate boards and committees	Director Corporate and Community		Number of community members involved in boards and committees	*	*	*	*	01-15-03-01
6.2.2.2: Strong support and involvement in local government within the shire								
Action 6.2.2.2.1 In the lead up to Council elections, ensure that ongoing information is provided to the community about participation in local government in line with State legislation	General Manager		Amount of information provided to the community	*				01-15-01-09
Action 6.2.2.2.2 Undertake a shire wide consultation and review of all community groups and section 355 committee within the shire, including recreational groups to establish their challenges and opportunities for long term sustainability and prosperity 6.2.2.2.2.1 Undertake review and draft delegations and policy for all section 355 committees	Director Corporate and Community		Review of section 355 committees completed	*				01-26-03-03
Strategy 6.2.2.3: Encourage and support a wide range of community members to represent the community – including women, young people, people from culturally diverse backgrounds and people with a disability								

Action 6.2.2.3.1 Ensure that committees and groups established by Council are accessible, welcoming and inclusive of all people within the community	All services		Accessibility of committees and groups	*	*	*	*	01-18-01-01
Action 6.2.2.3.2 Provide ongoing support and information to appropriate groups and clubs in their attempts to address the representation of the community in their committees	All services		Amount of information provided to groups	*	*	*	*	01-18-01-01

Outcome 6.3: Productive and beneficial relationships

Objective 6.3.1: Engaged partners in achieving priorities

Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	Ledger reference
Strategy 6.3.1.1: Ensure regular communication between partners responsible for achieving priorities within the Community Strategic Plan								
Action 6.3.1.1.1 Explore appropriate strategies to support regular and accurate sharing of information between partners relevant to the actions contained within the Corowa Shire Community Strategic Plan 6.3.1.1.1.1 Engage partners to update key priority areas to allow Council to present an accurate and integrated update of information to the community as part of its annual reporting process	Director Corporate and Community		Information sharing strategies implemented	*	*	*	*	01-15-03-01
Strategy 6.3.2: Ensure the review of community led strategies and review priorities as part of the annual review process								
Action 6.3.2.1 Explore appropriate strategies to support regular and accurate sharing of information between Council and the community relevant to the actions contained within the Corowa Shire Community Strategic Plan 6.3.1.1.1.1 Engage the community to update key priority areas to allow	Director Corporate and Community		Information sharing strategies implemented	*	*	*	*	01-15-03-01

Council to present an accurate and integrated update of information as part of its annual reporting process								
Objective 6.3.2: Strong community based partnerships								
Strategy	Lead	Partner	Measure	2012 2013	2013 2014	2014 2015	2015 2016	
Strategy 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 <i>Council Support Partner</i>								
Action 6.3.2.1.1 Annually develop a shire 'snapshot' that outlines key demographic and social data to support community groups, clubs and committees with funding applications <i>6.3.2.1.1</i> <i>Collect the relevant information to develop the snapshot and place snapshot on Council's website</i>	Economic Development		Snapshot developed	*	*	*	*	01-26-04-01
Action 6.3.2.1.2 Distribute relevant grant information as available <i>6.3.2.1.2.1</i> <i>As grant information becomes available to Council ensure it is passed on to relevant community groups, committees and organisations</i>	Economic Development Community Development		Grant information distributed	*	*	*	*	01-26-04-01
Action 6.3.2.1.3 Support the community to access 'grants workshops' that support the capacity of community groups to access funding <i>6.3.2.1.3.1</i> <i>Provide information to appropriate groups and organisations regarding workshops as it becomes available to Council</i>	Economic Development Community Development		Number of grants workshops attended by local groups	*	*	*	*	01-18-01-01
Strategy 6.3.2.2: Ensure that community based partnerships are developed and strengthened <i>Council Support Partner</i>								
Action 6.3.2.2.1 Continue to provide appropriate support to community based partnerships that aim to deliver sustainable outcomes for the community	Director Corporate and Community		Partnerships supported	*	*	*	*	01-18-01-01

Our Community Strategic Plan must be reviewed every four years.

Legislative requirements outline that from 2012, each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward by at least 4 years so that it is always a 10 year minimum plan.

A report on the progress on the implementation of our Community Strategic Plan must be presented at the final meeting of our outgoing council. The review must include

- A report from our outgoing council on the implementation and effectiveness of our Community Strategic Plan in achieving our social, environmental, economic and civic leadership objectives over the past four years
- A review of the information that informed our original Community Strategic Plan
- A Community Engagement Strategy